October 1961
PUBLICS LABORY

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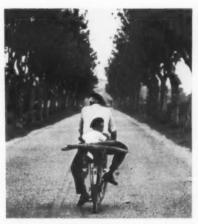
SCIENCES V



Public Relations Journal

Doctor of Tomorrow public relations advertising magazine series achieves objectives with excellent photos and dramatic copy, p. 23.





When tourist mental pictures of faraway places are governed by misconceptions, public relations and advertising must be used hand-in-hand, p. 34.

7-15

Social Sciences
5201 Woodward Avenue
Detroit 2, Michigan

BARRON BESHOAR: DENVER In the Rocky Mountain area a reporter does best if he has good judgment, strong legs, sound wind and the willingness and ability to be a journalistic General Practitioner. Barron Beshoar, Time's bureau chief in Denver, is just such a journalistic G. P. Born in Colorado, he is, appropriately, the son of a physician and grandson of a Confederate army surgeon who brought a wagon-load of drugs into Colorado in the winter of 1866, set up the first drugstore between Denver and Santa Fe, and started a newspaper called *The Pueblo Chieftain*.

Beshoar was educated at the University of Denver and got his first newspaper job with the Boulder *Daily Camera*. After a wide range of experience as reporter, columnist and editor on a number of dailies, he joined Time's Denver staff in 1946. In the years since, he has been a deskman in New York and bureau chief in Los Angeles as well as in Denver.

Describing his present assignment he says, "In this sprawling world of big mountains, sandy deserts and grassy plains, I have interviewed Dr. Albert Schweitzer and the late Spanish philosopher, Ortega y Gasset, in a single day. My job has taken me down mine shafts where temperatures run to 120 degrees to talk to men about copper; it has taken me to the summits of 14,000-foot peaks to interview men training for outer space. I have talked with Basque sheepherders and members of the Joint Chiefs of Staff, educators, physicists, housewives, chemists, doctors, nuns, beatniks, politicians, criminals. I have pursued the news in ore buckets swinging across gorges, in aerial trams, airplanes, helicopters, automobiles, jeeps, snowcats, on foot and on horseback.

"Not so long ago this region meant miners and mining, cowboys, cattle, tourists and expansive stretches of breathtaking scenery. These are still part of the story. But only part. Now, the Titan missile is being built here. The new Air Force Academy is here. So is the North American Air Defense Command. With more new industries coming in, new population, new activities of all kinds, this is an important news front to be closely watched."

TIME The Weekly Newsmaguzine









He was the voice of the American dream...



KWaldo Emerfin

Through the hurly-burly of young, growing America sounded the rich baritone of Ralph Waldo Emerson. For forty years he put the American adventure into words that sang and soared. From the lecture platforms of the land he taught, he inspired, he

Emerfor prophesied.

Emerson's thoughts flew like arrows to the mark. He shook people up, and some of them didn't like it, but more of them did.

Hotels burned, rivers froze, but somehow Emerson always appeared on time, ready with optimism about self-reliance and individualism, man's creative powers, and mind supreme over matter.

Emerson saw America as a great effort to redeem a tired world with a fresh start. He gave dry Yankee sayings a twist and a polish. He said that the scholar was the servant of truth. He took people on voyages of self-discovery. He showed them new horizons. He moved and persuaded thousands. He observed that an institution is the lengthened shadow of one man; that the only reward of virtue is virtue; that the way to have a friend is to be one, and that if a man builds a better mousetrap, the world will beat a path to his door. It would please Ralph Waldo Emerson to know that today's American speakers and writers quote him more than ever—and will as long as the independence and initiative of the American spirit endure.

John Hancock
MUTUAL LIFE INSURANCE COMPANY
BOSTON, MASSACHUSETTS

WELCOME AGAIN,

PRSA... to the Shamrock Hilton in 1961, to Boston's Statler Hilton in '62, to the San Francisco Hilton in '63, and to the Queen Elizabeth in Montreal in '64. We're happy and more than a little proud to serve such a perceptive audience as the PRSA.

Productive conferences take a bit of doing, from seeing to the ice water on the speaker's lectern to serving a full-scale banquet. Hilton people bring experience and, just as important, the desire to make every meeting click.

Just as the Association has selected Hilton, perhaps you and your clients may find our facilities to your personal liking—and equally well suited to business needs. Wherever the Hilton banner flies you will find the same fine traditions of Hilton hospitality and service, for the private guest and conference delegate.



Conrad N. Hilton, President

EXECUTIVE OFFICES: THE CONRAD HILTON, CHICAGO 5. ILL.

There's nothing like a new car!



(especially one of these!)

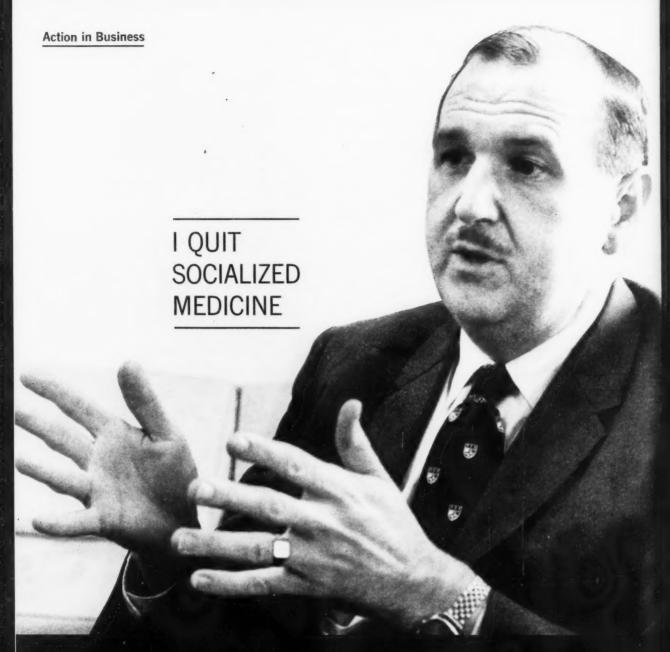
Chevrolet
Pontiac
Oldsmobile
Buick
Cadillac

See the 1962 General Motors models . . . now on display!

For families who enjoy going places and doing things together, there's just nothing like a new car! Nothing else for the money returns so much in all-around pleasure, convenience and usefulness. This is true of any new car, but we believe that you'll get more of it with one of our fine new General Motors cars. Each offers distinctive styling and the roomy safety of a Body by Fisher . . . along with the advanced engineering you've come to recognize as General Motors own. And there's a wide choice of the right car for every family's needs, from "dreamboat" convertibles to smartly styled station wagons. You'll find the car of your choice at your GM dealer's. Drop in for a demonstration drive soon . . . it's where the family fun starts!

there's nothing like a new car from

General Motors



429 EXECUTIVES, COMMUNITY LEADERS PURCHASED 64,032 REPRINTS OF THIS REPORT

Dr. E. Lloyd Dawe, physician, surgeon, psychiatrist, practiced under Britain's National Health Service until, discouraged by government interference, he came to the United States. Writing in July Nation's Business, Dr. Dawe urges Americans to profit by "lessons taught in Britain," reject proposed compulsory health insurance here. Within the month, the article was reprinted in the Congressional Record ... corporation presidents, professional men, community "thought leaders" purchased over 50,000 extra copies . . . newspaper editors sought permission to reprint. American Medical Association ordered 5,000 copies . . . Blue Cross bought 400 . . . American Hospital Supply Corp. wrote for 18,000 . . . Association of American Physicians and Surgeons purchased 10,000 . . . Utah Power & Light bought 2,300. Business and community leaders respond in similar fashion, month after month, to Nation's Business authoritative reports on national issues, management skills, government trends. And advertisers find that; in this substantial, responsive audience . . . action in business results when you advertise in **Nation's Business** washington







Public Relations Journal OCTOBER 1961

VOLUME XVIII NUMBER 10

Official Publication of the Public Relations Society of America

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. EDITORIALS

A Long Look at Corporate Advertising

Much has been written and discussed on the public relations values of advertising. Whether your management calls it corporate advertising or institutional, much money is spent for it and most of it achieves effective results.

In this the PUBLIC RELATIONS JOURNAL first special one-subject issue you will discover that there are more than two sides to this many-named communications device.

Walter Weir, chairman, executive committee, Donahue & Coe, says that it may prove misleading "to think in terms of different 'kinds' of advertising . . . while institutional advertising is presumed to have no 'practical' use, actually its effects can go far beyond the immediate aim of creating respect for the company . . . by looking upon advertising not as 'product' or 'institutional' or 'public service' in nature but as communication affecting its total image." Mr. Weir also suggests that there is a need for management education—and the best source for this is through the public relations counsel.

Nat Danar of Nat Danar, Inc. writes forthrightly that, "it is time that advertising's stepchild, the institutional ad be formally recognized as an integral part of the advertising family—and its "unjustifiable inferiority complex," be eliminated.

And Martin K. Speckter, president of an advertising and public relations agency bearing his name, accuses Congress of demonstrating a "sad ignorance about the value of advertising" in passing the controversial Defense Appropriations Act.

This issue also contains several case histories. They report upon various types of public relations ad campaigns. Jon B. Riffel, Director of Public Relations, Lockheed, illustrates how his company's advertising policy is a reflection of its public relations policy.

Richard A. Velz, Director of Public Relations, A. H. Robins, ethical drug manufacturer, shows how his corporation conducts a campaign directed at special publics, while J. Hervie Haufler, Relations Services, General Electric, describes his company's new print program.

The field of foreign travel and tourism is represented by Myron Clement, Public Relations Director, French Government Tourist Office, who notes how he uses extensive advertising and public relations, "conceived jointly and working hand-in-hand."

An article on Merrill Lynch, Pierce, Fenner & Smith points out the value of the one ad program; a story on the Rockwell Report discusses the benefits of a continuing ten year unchanged program, and special institutional sections, averaging 20 pages at one time, are described by Charles C. Guthrie, Jr., Advertising Sales Promotion Manager of *The New York Times*.

This, then is a brief summary of this special issue. The benefits of corporate advertising are spelled out in many different ways by many different authors representing a cross-section of the profession. We hope you like it.

Claude Robinson: The Glory of Life Is Not in its Length, But in its Quality

The untimely death of Dr. Claude Robinson is a serious loss to the entire field of public relations. While not using the title of public relations himself, he was in fact one of the most influential men in the entire profession and his contributions to it were of great value.

Not only was he an important leader of thinking in the profession but he was also a close and much admired friend of many of its leading practitioners. "Robbie," as he was commonly called, had, by the very nature of his work and the high degree of ability which he brought to it, a wider acquaintance than probably any other man in the field. It was typical of him that everyone who knew him loved him and respected him.

As Chairman of the Executive Committee, Opinion Research Corp., Princeton, N. J., which he founded, nurtured and built to its present position of eminence, he was in frequent contact not only with most of the people engaged in public relations but also with a variety of business and political leaders.

Originally an Oregonian, the son of a school teacher, he worked his way through the University of Oregon and earned a Phi Beta Kappa key on the way. Later he obtained a Ph.D. from Columbia, and his doctoral thesis was a careful study of the methods of opinion research then in use. He was in the strictest sense of the word an intellectual. His interests were intellectual, his activities were intellectual, and he gave great intellectual leadership to the public relations profession.

With the foresight to appreciate the tremendous influence of the intellectuals on American public thought, the closing years of his life were heavily concentrated on bringing about better understanding between them and businessmen. This was a program to which he gave a great deal of time and effort without reward or thought of reward.

Always himself on what he called the "growing edge" of sociological thought, he was at the same time a devoted advocate of the free enterprise system as the one which brought not only the greatest freedom and greatest good, but also the greatest satisfactions, to the human race. He regarded understanding of the function of profits as one of the primary problems in our society, and shortly before his death had completed a book on the subject.

The Opinion Research Corp. by itself is a great monument to Claude Robinson, but there is an even greater monument in the minds of all who knew him. Men are remembered, not for what they got, but for what they gave. As the Right Reverend Richard S. Emrich, bishop, Episcopal Diocese, Michigan, said with such grace at the funeral, "The glory of life is not in its length, but in its quality."—HAROLD BRAYMAN, Director of Public Relations, E. I. du Pont de Nemours & Co., Inc., Wilmington, Del.



HOW HARD CAN CORPORATE ADVERTISING WORK? FREE 40-CASE STUDY GIVES YOU SOME ANSWERS

What can your clients expect of corporate advertising? How much does it add to a "hard sell" effort? Is it worth attempting on a limited budget?

They'll know the final answers only when they've tried it—but they (and you) can learn much from Newsweek's new 70-page study of the subject. Facts drawn from 40 Newsweek advertisers shed fresh light on this question.

Over the years, Newsweek has worked with all kinds and sizes of companies on corporate campaigns. (Newsweek, for more than 5 years, has carried more total pages of "General Promotion and Association" advertising for the top 25 advertisers than any other news or business magazine.)

This experience is at your service.

SEND FOR FREE BROCHURE

Director of Public Relations

NEWSWEEK

444 Madison Avenue, New York 22, N. Y.

Gentlemen: Kindly send me your free 70-page brochure, "CORPORATE ADVERTISING—Vital Link in the Chain of Modern Marketing,"

ame_____

Title

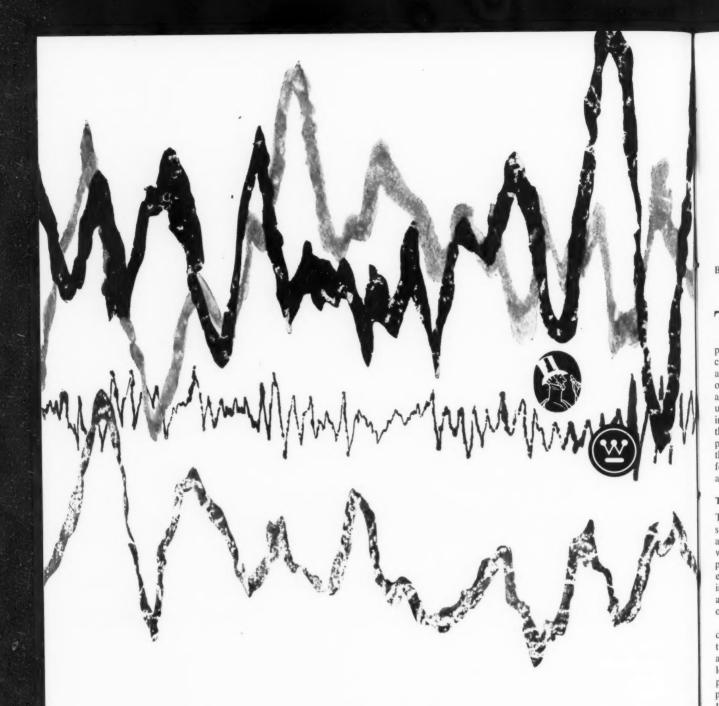
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Zone State

Newsweek



Do you know these things about tomorrow?

Surgery with sound. eyes that see at night, and many other things. Westinghouse knows. They and their advertising agency, Ketchum, MacLeod & Grove, Inc., created a special corporate advertising campaign on their projects for

the future — and are running it exclusively in The New Yorker. Results' to date have been notable, even surprising. You reach the influential people who are shaping a new marketing concept when you use The New Yorker.

NEW IORIGIN

No. 25 WEST 43rd STREET, NEW YORK 36, N. Y

*To get the whole story, write us and we will send you a booklet. Other advertising offices: Chicago, San Francisco, Los Angeles, Atlanta and London

How Public Relations Should Look at Advertising

By WALTER WEIR

RADITIONALLY. advertising has been conceived as an extension of the selling arm of the corporate body. In recent years, however, corporate selling activities - including advertising — have been considered part of total marketing, or the sum of the activities undertaken to stimulate the use or consumption of a product. The influence of the Gestalt on corporate thinking is unmistakable. Today's corporate management is generally aware that broad purchase of its product is affected by countless factors beyond mere advertising and sales.

THE CASE FOR THE PRODUCT

Tradition, however, dies hard. As a result, advertising is still broadly viewed as a "selling instrument." Consequently, when it is prepared — or judged — it is prepared or judged chiefly and almost exclusively in terms of its so-called "selling effectiveness," meaning how well it argues the case for the product over all other products of a similar nature.

Management admits that other "kinds" of advertising exist — such as "institutional" advertising, or "public service" advertising. These, however, it usually looks upon with the disdain that the practical reserve for pure research, or poetry, or painting, or sculputre — as totally unrelated to the making of a profit.

It is my purpose to advance the argument that it is not entirely correct and can, indeed, prove misleading, to think in terms of different "kinds" of advertising. While it is possible and may even appear appropriate to apply designations

such as "product" advertising, "institutional" advertising, "public service" advertising, and so on, to advertising which seems to promote chiefly such ends, the total effect on those who see or hear it can be far more extensive than the objectives indicated by the qualifying terms.

For example, "product" advertising, by the manner in which it is addressed to its ultimate reader or auditor, can strongly influence the "image" the public develops of the company behind the product. This, in turn, can affect the public's attitude towards the product itself, the company's stock, its management, its future.

THE PERSISTENT SALESMAN

When advertising is considered solely in terms of immediate sales, its other effects tend to be overlooked. So it irritates. So what? So long as it sells, what difference does it make? Ironically, while advertising is only a mechanical or electronic extension of personal visitation. no company will long tolerate a salesman who consistently annoys the people on whom he calls, no matter how successful he is in "selling" the product. Is it not, therefore, not only incorrect but also "impractical" (because misleading) to think in terms of "product" advertising? Particularly when the sum of the effects engendered can be so far reach-

For example, while the Volkswagen advertising has excited widespread interest in the product whose virtues it proclaims—and has maintained and increased Volkswagen's sales in the face of the flood of compacts from Detroit and the decline in popularity of other European cars—there is little doubt that the simplicity, the forthrightness, the good taste and the complete credibility of the advertising has built in the American people a respect for the company producing the car. It is entirely reasonable to assume that a similar "manufac-

turer confidence" has resulted from the good taste and restraint of the Hathaway Shirt advertising and the Schweppes advertising, just as the brilliant imagination demonstrated in the Polaroid advertising has undoubtedly engendered a feeling that the company behind it has tremendous creative know-how. Certainly the spectacular take-off of Polaroid stock did not stem from any belief on the part of the public that Polaroid camera and film sales would soon outdistance those of Eastman.

BEYOND THE IMMEDIATE AIM

While "institutional" advertising is presumed to have no "practical" use, actually its effects can go far beyond the immediate aim of creating respect for the company. For what the public thinks of a company can affect its behavior at a stockholders' meeting, its purchase of company stock, its very confidence in the company's product. Therefore, the term "institutional" advertising can prove far too limiting, can result in faulty bookkeeping and the unseasonable termination of the campaign, can restrict the vision or imagination of the writer entrusted with creating it.

To cite examples in this genre, it has been notable how the consistent "institutional" advertising of the Bell System—humanizing the company with tales of heroism on the part of operators, frank explanations of its post-war difficulties in keeping up with demands for telephone service, etc. — has enabled Americans to double and treble the number of their home phones without feeling they were enriching a "public utility" or helping enlarge a company already one of the world's largest corporations.

"Public service" advertising is also a hazardous misnomer. International Paper, for example, last year underwrote an advertising campaign on the benefits of reading. While this campaign was undoubtedly in the public interest, reading

Walter Weir, Chairman, Executive Committee, Donahue & Coe, New York advertising agency, has been in advertising over 30 years and is a recognized authority in the field. A frequent lecturer in college classrooms, Mr. Weir is the author of On the Writing of Advertising.

OCTOBER 1961

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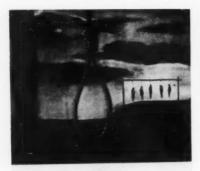
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EVER FACE A FIRING SQUAD?			
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American Locomotive's campaign in the public interest was designed to waken the country to its peril during early years of World War II. It ran in four-colors in three consumer magazines for 16 weeks with the only company mention in the signature.

is an activity allied to the particular business in which International is engaged. But even calling International's campaign "enlightened self-interest" can prove misleading, since to many people this term has come to mean a disdain for immediate profit in order to demonstrate how civic minded management has become

If business management through some alchemy should suddenly turn completely unselfish and lose interest in the making of a profit, in a very short time millions of people might be thrown out of work by the ultimate failure of the business. It is possible that by serving one's own interests properly, the public interest is best served.

International's current campaign directs readers to their local library and suggests particular books to be read. This should prove more effective in stimulating reading through the recommendation of specific books and thus speed consumption of paper, which is to International's economic benefit. In short, by being more closely tied in with the selfish interests of the company, International's present advertising serves the public interest more effectively than its original effort, which was largely general and hortatory in character, even though well and tastefully done.

AWAKENING THE COUNTRY

One of the most dramatic examples of a campaign in the public interest, vet designed to serve an important corporate end, was American Locomotive's blunt and outspoken campaign to waken the country to its peril during the lackadaisical early years of World War II. Even before Pearl Harbor, so-called "product" advertising had given way in

large measure to "institutional" advertising-which first thumped the public ear drum with messages about the great defense effort of American industry and then either claimed immense individual contributions to "winning the war" on the part of business or dripped with sentiment about bringing the boys back to Mom's cooking, hot dogs, ice cream and blueberry pie.

In the midst of this exhibitionistic weight-lifting on the one hand and sentimental pie-baking on the other, American Locomotive's campaign came like a pitcher of ice water poured over the head. Its first ad, in four colors, showed in a close-up a hangman's noose against a background of Nazi scaffolds. The headline invited the reader to Try This for Size. A second ad showed a group of Japanese soldiers firing their rifles at the reader and asked Ever Face a Firing Squad? Other ads in the series were equally blunt, equally chilling. The campaign, which ran sixteen weeks in Life. Collier's and The Saturday Evening Post, received widespread editorial acclaim. Individual ads appeared in barracks next to pin-up girls. The only mention of American Locomotive was in the signature. No reference whatsoever was made to American's war work, which was extensive at the time, including the manufacture of the M-3 tank destroyer, which eventually turned the tide at El

It is possible that if the campaign had not had two "selfish" corporate ends to serve, it might not have been so distinctive and dramatic as it was. When the war began, American was rounding out a full century in the manufacture of steam locomotives, a business tied closely to the cyclical expansion and reinvestment programs of the country's

railroads. At the time, Alco was - in common with other steam producersat the bottom of a down cycle. To maintain corporate stability, the company had issued a large bloc of preferred stock, which carried a restriction prohibiting dividends on the common until the preferred had been retired.

SAMPLING OF STOCKHOLDERS

Having been asked to convert its shops to the manufacture of tanks, it appeared prudent to Alco's management to retire the preferred stock and a plan to this end, involving conversion of the preferred to common, was prepared. A sampling of stockholders indicated probable acceptance of the plan but revealed at the same time that American was considered an "old line" company, lacking forward-looking and progressive policies. The campaign, stark and outspoken as it was, not only dramatized Alco's conversion to war productionin a way that mere breast-beating advertising could never have done-but also, by its very courage and forthrightness, pointedly indicated a company whose management was forward-looking and with a grasp of the situation that was hardly "old line" in character.

Unfortunately, advertising is seldom considered an art, the fine art of communication. Instead it is looked upon as the province of almost anyone interested in confronting the public with a commercial message. This is unfortunate, since advertising offers the advantage of complete control by the advertiser, which publicity has not. Advertising appears (sometimes to its disadvantage) exactly as the advertiser wishes it to appear, as well as where he feels it will do him most good. It is not edited and re-written as publicity releases are Such editing, however, almost invariably benefits the release—by giv-ing the item the character of the publication in which it appears, thus increasing its credibility. Also, through broad appearance in diverse forms, the material in the release takes on the appearance of general news.

In short, by looking upon advertising not as "product" or "institutional" or 'public service" in nature but as communication affecting its total image and therefore requiring the most expert writing skill, advertisers might better serve both their immediate and their longterm interests. Like the institution of democracy, however, as Jefferson foresaw, such a condition will require management education. And in this respect, it is possible no better source of such education exists than the public relations counsel-since he does sit at the right hand of management and he has been appointed to advise management in matters in which it humbly admits the need for instructed opinion.

MORE COMPANIES PLACE MORE PAGES OF THEIR CORPORATE ADVERTISING IN **BUSINESS WEEK** THAN IN ANY OTHER MAGAZINE IN AMERICA





Source P.I.B. A McGraw-Hill Magazine

OCTOBER 1961

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"The Fastest Ad Ever to Appear" Shows Polaris Down Range

Lockheed's Ads: A Reflection Of Its Public Relations Policy

By JON B. RIFFEL

FOR MONTHS in advance we knew that the Polaris missile was scheduled to be fired for the first time from a submerged submarine. This was to be the culmination of years of research, testing, heartbreaking disappointments and truly first line technical developments.

As a historical milestone in military history, this event can be compared with the first landing of an airplane on a carrier deck, or the first appearance of a tank on the western front in World War I. With an operational Polaris, America for the first time in years would have a deterrent weapon that the enemy could neither locate, neutralize nor duplicate. Thus, the first launching of the Polaris had to be a momentous news story.

In keeping with our advertising philosophy the ad department of our parent

corporation in Burbank, public relations representatives of Lockheed Missiles & Space Co., Sunnyvale, Calif., our corporate advertising department and its advertising agency, Foote, Cone & Belding, began conferring well in advance of the scheduled date.

MEETING THE DEADLINE

Our objective, of course, was to be in print soon after the event. Since the timing of launches isn't scheduled with public relations in mind, we had to gamble on our ability to get the ad to the magazine before its closing deadline.

It must be emphasized that practically all elements of the ad were security classified right up to the moment of successful launch, thus precluding the obvious act of giving the ad to the publisher on a hold-for-release basis. This wasn't corn flakes we were dealing with!

At first we considered a variety of newspapers around the country in key cities, but Foote, Cone & Belding wisely counseled that for the same money we'd get much larger readership with one page in *Life*, using that magazine's new quick closing service.

The best we could do was to prepare the ad to reflect what was supposed to happen and have it ready to go. Since schedules in matters like this frequently slip, we could not be sure of our date. While we were supremely confident of the ultimate success of our "bird," no one knows what a test missile will do the very first time it is called upon to perform under operational conditions.

Thus the days and hours rolled by along with an increasing flow of sweat from the brow. As the time grew near the Navy officially notified news media of the plans, and all of a sudden there were no hotel rooms left at Cape Canaveral. In addition to the wire services and the trades, certain key dailies, the networks and the big news magazines were all represented at the Cape.

The press was to be allowed to witness this first underwater launch from a nearby surface vessel. Around-the-clock preparations continued, and thousands of words of advance copy were filed. A writer-photographer team from our news

JON B. RIFFEL, Director of Public Relations, Lockheed Missiles and Space Company, Sunnyvale, Calif., was formerly Public Relations and Advertising Supervisor, North American Aviation, Columbus, Ohio.

bureau was among those present. Although the team's assignment was publicity, we found that the art and copy obtained had considerable residual value as source material for future advertising.

FIRST POLARIS AWAY

Meanwhile, we had missed our deadline! Even a giant flexible organization like *Life* has to close sometimes, and time had just run out on us. This meant that at least ten days would elapse after the launch before our ad could appear.

We were disconsolate and talking about calling the whole thing off when suddenly the news came. Number one was away! Not only was it a spectacular success, but within two hours a second Polaris had gone winging its way down range toward target.

"From out of the deep to target . . . perfect" was the wire sent by Admiral "Red" Raborn to President Eisenhower. From out of nowhere — but almost as welcome to us—was the word that *Life* would still take our ad even if some staff members had to sit up all night to do it. This was exactly what they did! As we had anticipated, there were certain last minute facts to grind into the copy. Facts that could not have been prepared in advance such as time, range and accuracy.

By the next morning it was a weary but happy crew that folded up the shop. Our job had been done and we were gratified with the results. The carefully detailed planning of the agency had resulted in a smoothly handled operation.

AN OBLIGATION FULFILLED

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Within four days after the launch, *Life* was on the streets with our ad in the same issue that devoted editorial coverage to the story. Once again our responsibility to the American people had been fulfilled.

Starch reports indicated that the ad which ran in the August 1, 1960 issue was "noted" by 43 per cent and "read most" by 18 per cent. This was 50 per cent higher than the second best in that issue of *Life*. On a reader-per-dollar basis it was first for "noted" and first for "read most." On this same basis its rating was five times that of the average ad in the issue.

Life itself followed up our ad by taking space in several papers in large metropolitan areas reprinting our ad and calling attention to it as "the fastest ad ever to appear in a magazine in support of a news event."

If it is true that good public relations is based upon proper communication of worthwhile performance, I believe that our institutional advertising program is on the right track.

Advertising in the defense industry is most frequently a function of the public relations organization. Such advertising normally is limited to two types: institutional and recruitment.

The role of institutional advertising is that of contributing to the public's knowledge of the company's activities and accomplishments. This advertising is not expected to sell hardware, but rather to maintain a favorable public image. There can be little doubt that it has a definite effect on the financial community, our employees and their families, potential subcontractors and vendors, and others vital to our mission.

Lockheed's advertising policy is a reflection of our corporate public relations policy. We believe that it is our responsibility and in our own interest to keep the American people informed concerning our activities and the effect that our work may have on their lives.

MAXIMUM INFORMATIONAL JOB

Therefore, we endeavor to develop campaigns that enable our relatively small budget to do a maximum informational job for us. We cannot afford spectaculars or 24-sheets in outer space.

As one of the leaders in the aerospace industry, Lockheed has been given many important tasks. In addition to the Polaris program for the Navy, we are also the prime contractor for several Air Force space programs such as the Discoverer and Midas. We are also deeply involved with several non-military "deep space" programs for the National Aeronautics and Space Administration (NASA) and in the Army's communication satellite program, Advent. We are also in the forefront of the development of commercial space programs of various kinds.

EDUCATION IS PRIME TASK

With this wide variety of customers and assignments all dealing in the urgency and excitement of the aerospace world, we feel that the prime task of our institutional campaign is simply that of education.

Since the launching of Sputnik I, the average American has been plunged into a world that heretofore has been the province of the science fiction writer. All of a sudden Buck Rogers is a guy named Alan Shepard or a cosmonaut named Titov.

If Mr. Average American finds it difficult to keep up with the bewildering pace of the aerospace world, he need not feel ashamed. Those of us in the industry are hard pressed to keep up with the trend of events.

EACH AD TELLS A STORY

In an effort to keep the intelligent layman better informed, our advertising campaign has been deliberately topical in nature. Each ad has tried to tell one small part of Lockheed's aerospace story.









The prime task of Lockheed's public relations advertising is education. Each ad is designed to be topical and to tell one small part of the company's aerospace story such as its work on the Agena B satellites, the Air Force MIDAS and the Navy's Polaris.

Each is based on certain facts that we consider both informative and representative of our company's achievements.

Here are a few examples:

- C Polaris on Patrol! After years of joint Navy-industry effort, the Polaris missile has joined the fleet as the nation's number-one deterrent weapon.
- Satellite City, U.S.A. Lockheed satellites have been successfully placed on orbit in space more times than those of any other organization in the world!
- Secret Base for Polaris. One Polariscarrying submarine now operational with the fleet can launch more destructive power than the combined power of all the bombs dropped by all the participants in World War II!

The format of our ads is not standardized. We use single pages, spreads, and when appropriate, we do not hesitate to use an unusual layout such as a twohalf-page horizontal spread.

We try to dominate the ad with good eye-catching photographs. This enhances the topical and educational value of the layout. Good action packed art of this type is difficult to obtain and even more difficult to get approved through the requirements of government security. We are fortunate in having two of the most enthusiastic public relations photographers in industry, Rags Petersen and Gene Adams, and we send them all over the world to "cover" our activity.

Since neither Rags nor Gene has been able to thumb a ride into space, we often have to use artists conceptions in our space ads. Of course, we always have launching pad and blast-off photography. Unfortunately, however, most satellites or missiles sitting on the pad have the same general appearance. This is particularly true since Lockheed's Agena satellite is used in many different programs in combination with various boosters and

In considering copy we strive for clear, concise prose written for the intelligent layman; the man or woman from a nontechnical field who is nevertheless concerned about the race for space and the

defense of the nation.

One of the pitfalls that we must watch is that of using our own jargon to the confusion of the reader. Frequent use of words like magnetohydrodynamics can cause pages to flip from coast to coast.

One of the big problems is that of satisfying the scientists' demands for precise hyper-accuracy while retaining something of a dramatic appeal for a wide variety of readers. Our scientists are rightfully most sensitive of exorbitant claims of their achievements. They are bothered by ads that do not reflect the slide rule accuracy of a scientific treatise.

Charles Coleman, Foote, Cone & Belding's account executive, supervises the basic writing. After he is satisfied we then re-examine it seeking factual errors or possibility of misinterpretation. We also review it again for public relations objectives, and customer and company policy. Permeating all this is the constant consideration of government security regulations.

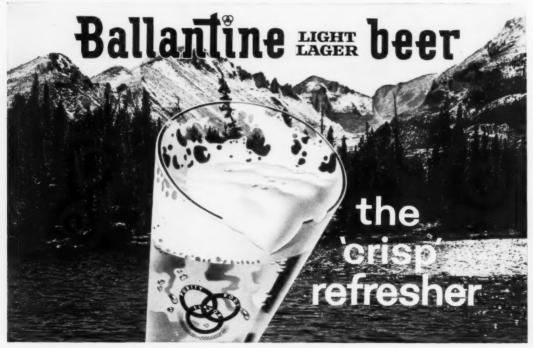
Within the last few years our ads have appeared in Time, Life, The Saturday Evening Post, Aviation Week, Missiles and Rockets, Space Aeronautics and Air

Force.

We have also bought space in a variety of newspapers such as the big metropolitan dailies in San Francisco and Los Angeles and locals in such areas as Palo Alto, Sunnyvale and San Jose.

We avoid the avalanche of special editions, year books and the like because we feel that our message is just buried. Our budget also does not permit even a modest number of such insertions. The annual "salute to industry" issue of the Palomino County Dispatch is of no interest to us even if it is true (as is always claimed by the space salesman) that we are the "only ones not represented."

During this troubled period in world history we would hope that our advertising reflects the philosophy of our Board Chairman, Robert Gross, who has said, "There is a certain feeling of courage and hope when your work is in the field of the air. You instinctively look up, not down. You look ahead, not back. You look ahead where the horizons are absolutely unlimited.'





the light beer with true lager flavor!

No wonder Ballantine is the largest-selling beer in the East.

(B) Is a Reg. T. M. of P. Ballantine & Sons, Newark, N. J.



Opportunity and the Prudent Man

With the national economy showing strong signs of recovery, the Prudent Man knows that these, indeed, are moments of opportunity.

As President or Board Chairman of a large corporation, he cannot delay in taking advantage of the current upswing. Certainly, he cannot "stand pat" while competitors engage in bold, new marketing ventures.

At the same time, the Prudent Man knows even the best of apportunities can be dissipated through undue speculation. Thus, while he wants to make the most of today's new possibilities for profit and growth—he cannot relax his vigilance as chief trustee of his company's funds.

And, nowhere is this more true than in regard to his advertisingone of the largest and most crucial investments his company makes.

Suppose the recommendation before him is network television. Today, the Prudent Man finds it increasingly difficult to justify risking so large a portion of his funds in a medium so volatile.

He will ask: Should we really plunge heavily in a medium where more than half of last year's new shows failed to survive their first season? And, what too, of television's distressing atmosphere of violence—with its inevitable effect on our selling message?

Suppose then, the recommendation is print. Today, the Prudent Man realizes that he cannot afford to settle for familiar media "formulas." He expects his advertising experts to do far more than just check off a "list" of magazines—letting size of budget dictate the cut-off point.

He will ask: Isn't there some way to reach that same audience without paying a premium price? And, what too, of the questionable duplication we always get with these magazines?

Finally, the Prudent Man will ask: If these are indeed, moments of opportunity, can we afford to spread our dollars thinly and short-change the markers that hold the greatest opportunity for profits? And aren't those the major metropolitan areas where purchasing power and sales are concentrated—but where both network television and the "usual list" of magazines are relatively weakest?

In this frame of mind, the Prudent Man will welcome the one advertising investment that affords him the best chance of capitalizing successfully on today's business upturn. And that is THIS WEEK Magazine. For with its 14,100,000 circulation week after week:

- Only THIS WEEK offers the massive audience of television but without television's obvious risks.
- Only THIS WEEK offers the broad national coverage of leading magazines—but with concentrated impact in 43 major metropolitan trading areas they cannot match.

With THIS WEEK Magazine, the Prudent Man will know that his advertising dollars are most soundly invested to seize today's "moments of business opportunity."

A Guide for the Prudent Man

"...The trustee is under a duty to sell unproductive securities and to invest the proceeds in income-producing securities."

"KETT ON TRESTS," 2nd Edition

This Week

The Keystone of

Prudent Advertising Investment

Circulation 14,100,000

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Corporations and Governments — Leaders In Use of the Newspaper Section

The New York Times: Do Special Institutional Advertising Sections Pay?

By CHARLES C. GUTHRIE, JR.

Panoramic Persuasion is one phrase used to describe the special all-advertising newspaper section—a device which is hardly more than a decade old and which is finding steadily increasing favor among advertising and public relations executives.

The descriptive term relates not only to the physical scope of such sections (averaging approximately 20 pages) but also to their varied editorial and advertising techniques, their diversified use of such sections and the breadth as well as selectivity of coverage possible.

ORIGIN AND OBJECTIVES

The originators of the special newspaper section were the department stores who hit upon this device as an extension of their peak season mailing catalogue.

While the department store sections are usually black and white letterpress, the sections used by other advertisers are now almost entirely magazine size rotogravure sections, in most cases generous in use of color.

Up to September 30 of this year, *The New York Times*, which has been the pioneer among media in carrying such sections, had published 147—not counting those placed by retailers.

These sections represent many different objectives: Corporate relations programs, annual reports to stockholders, state and foreign government promotion of investment and industrial opportunities, opinion-molding programs by labor and political groups, solicitation of funds by charitable organizations and the sales of products and services.

The breadth of use is perhaps illustrated best by the categories in which *Times* sections fall: state (28); foreign (government) (27); industrial (18); financial (17); real estate (11); apparel (5); publication (4); city (4); amusement (4); transportation (4); automotive (3); home furnishing (3); hotel and resort (3); insurance (3); education (2); miscellaneous (6).

WHO USES THE SECTIONS?

The sections are of two primary types:

Sections sponsored by single advertisers such as Union Carbide, Chas. Pfizer & Co. Other sections, particularly those placed by states and cities, are cooperative investments participated in on an individual basis by industries, banks and utilities that have a stake in the growth of the region being promoted.

Sections usually sparked by a Chamber of Commerce, State Development Board or similar organization. They require a considerable degree of organization to put together as well as cooperation and know-how on the part of the medium.

Do these sections pay?

One answer to this lies in the measure of reader interest they generate. The first Pfizer section is a good case in point. In a two-page Pfizer ad which appeared in *The New York Times Magazine* over Labor Day weekend 1956, a coupon offering an institutional booklet resulted in 15,000 requests.

This unexpectedly heavy response sparked an idea in the Pfizer public relations staff, and the following spring the company made public relations history by being the first corporation to publish its annual report to stockholders as a newspaper special section.





The Dreyfus Fund and Global Tours both used the New York Times to fulfill specific public relations objectives in a simple way. Dreyfus ran its prospectus and Global a section aimed at selling "See Europe the exciting way" to American travelers and agencies.

CHARLES C. GUTHRIE, JR., Advertising Sales Promotion Manager, THE NEW YORK TIMES, has been with the newspaper for over 33 years. He is in charge of advertising sales presentations and related functions.

Unsolicited stockholder comment was overwhelmingly favorable. A name recognition study conducted after the section ran indicated a much greater public awareness of Pfizer than previously. But perhaps most significant is that two small lines of type appearing on the bottom of the back cover of this 16-page section inconspicuously offering again the free booklet produced an additional response of over 3,500.

A less theoretical gauge of effectiveness is supplied by advertisers who have used special sections repeatedly. For example, The Dreyfus Fund used four sections; the Value Line, three; India, Israel and Germany have each used two.

Most indicative of effectiveness are the comments by advertisers. The American Rayon Institute, which used a 16-page color section in *The Times*, wanted to present the role of the rayon industry to the public and the trade. Target groups were the automotive, apparel and home furnishing industries, the financial community, schools, retailers, investors and government officials.

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American Rayon's reason for selection of a special section — "We needed the versatility of a special section. The format is dramatic in itself, attracts attention. And the rotogravure printing meant we were saved charges for color plates. We were able to procure reprints of the section at very low cost."

The Institute ordered 200,000 reprints for additional distribution at trade shows and for mailings to key people. A supply was set aside to fill requests. However, public interest was so great that within two weeks after publication in *The Times* the Institute required an additional 50,000 reprints to meet demand.

Most advertisers make maximum use of special sections by mailings—to key groups, to stockholders, employees. Frequently they tie in with some special event. American Machine & Foundry was one of the companies asked to exhibit at the Merrill Lynch, Pierce, Fenner & Smith investment information center. The center, located in New York's Grand Central Terminal, was designed to acquaint the public with worthwhile companies for investment, as well as to publicize the services of Merrill Lynch itself.

American Machine & Foundry found that it needed literature to pass out at the display. The company executives reasoned: Why not do more than just distribute a booklet of some sort? Why not use AMF's participation as a spring-board for a complete public relations, advertising and sales promotion effort?

"On the Monday after publication in *The Times*," they reported, "stock brokers telephoned asking for copies and saying they would be glad to pay for them. One man wrote that after reading the supplement a woman who recently



One of the biggest items in special sections is the cost of writing. Author John Gunther by-lined this Pfizer annual report in 1957.

inherited money decided to place her acquired wealth in AMF stock. Stockholders wrote for additional copies to send to their friends . . . All along the line the section got our own people fired up about AMF."

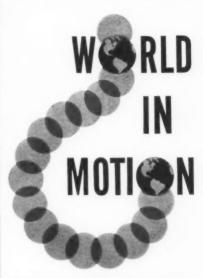
Global Tours (a European motor coach tour organization) aimed at American travelers and travel agencies: "... We received 8,089 coupons requesting our booklet, plus 533 letters from travelers, agencies and others. A far larger response than was produced by fifteen 1200-line advertisements in a number of leading newspapers last season."

"NAME" AUTHORS AND ARTISTS

Costs of such sections vary, of course, with the circulation and rates of the carrying media; production costs show even greater variance. Biggest items are writing and art. The preparation of the section could be assigned to a staff member or a "name" author may be commissioned; in one of its sections, Charles Pfizer obtained the services of John Gunther.

A recent development is the use of the same special section in more than one newspaper. In a number of cases *The Times* arranged for additional copies of sections to be printed with the logos of other newspapers for distribution with those newspapers. Thus the advertiser was able to reduce production costs in relation to circulation obtained. Alco Gravure has announced that approximately 60 newspapers in the U.S. now will distribute such preprinted sections.

Every indication is that the special alladvertising newspaper section is here to stay. In this period of intense competition for reader attention it supplies the advertiser who has a big story to tell with an economical and effective means of creating a dominant impression.



A TELEVISION VEHICLE FOR YOUR PUBLIC RELATIONS FILM MATERIAL

REACH 10,000,000 TV VIEWERS IN ONE YEAR

All you have to do is supply us with six minutes of 16mm-sound film. We team you with three other non-competing advertisers . . . hire celebrity host to introduce your film, and plan and shoot this sequence with your approval . . . furnish 16mm prints . . . arrange a minimum of 250 TV bookings. Your total bill for 250 verified telecasts: \$3,125.

WORLD IN MOTION is a new series developed from suggestions of the country's top TV program directors.

To see a sample reel, or for further information, phone or write on your business letterhead to any of the offices listed below.

MODERN

Talking Picture Service

 NEW YORK
 CHICAGO

 3 East 54th Street
 Prudential Plaza

 Plaza 8-2900
 Delaware 7-3252

 LOS ANGELES
 WASHINGTON

1717 N. Highland Ave. Seventeen Ten H St., N.W. Hollywood 2-2201 Sterling 3-3377

DETROIT PITTSBURGH 19818 Mack Avenue 210 Grant Street Tuxedo 4-6222 Grant 1-9118

 SAN FRANCISCO
 *TORONTO

 444 Mission Street
 140 Merton Street

 Yukon 2-1712
 Hudson 5-4419

*Note our new Canadian distribution service.

What people of consequence



General Dwight Eisenhower: "Every publication that seems to me devoted to the building of a better America invariably wins from me a mental salute. LIFE's effort to define and support our National Purpose is the kind of thing that helps to increase America's dedication to her own noble aims."



Donald Douglas, Jr., President, Douglas Aircraft: "I believe that the changes being wrought in LIFE are a worthwhile step toward keeping us the best-informed people in the world."



Admiral Arleigh Burke (USN, Ret.), Former Chief of Naval Operations: "LIFE magazine is providing an example of 'coverage in depth' which will be of benefit to its readers, as well as to students of international affairs. I hope its editors continue to approach major events with the same considerate and dispassionate approach they have been using in the new LIFE."



Richard M. Nixon: "LIFE is rendering a great national service in the policy announced by its Publisher, June 2, and implemented by its Editors since then. I have full confidence that this policy of putting adult discussion in depth before the American people will open new channels of informed communication in our republic."



Director-producer Alfred Hitchcock: "Where there's LIFE, there's not only hope, but also a graphic insight into the people who create the facts and foibles of our time and the world around us. For this reason, I find the new LIFE both highly informative and diverting,"



C. R. Smith, President, American Airlines: "LIFE has shown an ability to pick out the events and trends of importance and make their meaning understandable to the reader. This is a very useful and necessary service to the nation."



Dr. Simon Ramo, Thompson, Ramo, Wooldridge, Inc.: "As we progress toward an increasingly complex technological society, the public's 'need to know' expands in importance. LIFE's action-oriented format capably meets this requirement with clarity, depth and objectivity."



Alfred M. Gruenther, President of the American National Red Cross: "Congratulations on your new look. I am delighted over LIFE's continuing efforts to stimulate a stronger sense of national purpose. Keep up the good work."



Marshall Field, Jr., President, Field Enterprises, Inc.: "I am confident that LIFE's pledge to help win the cold war and create a better America will be fulfilled."



Charles H. Percy, President, Bell & Howell: "LIFE's new editorial approach to the news, in picture and in prose, provides a deep, yet rapid insight into many areas of knowledge which must be understood if we are to prepare ourselves to deal wisely with the problems that face us—if we are to preserve the principles which give our lives meaning and worth."

say about





Senator Stuart Symington: "LIFE's story on SAC could not have been more timely, or effective in presentation as the result of your new format. The more our citizens understand the complex, constant business of maintaining national security-the better prepared we will be.'



Sen. Hubert H. Humphrey (D.-Minn.), Senate Democratic Whip: "LIFE is today performing a service which I believe is vital for the American people. LIFE presents the issues and the news in responsible but dramatic and sensitive style, Americans need to know about the significant developments of the day in human terms,"



Louis B. Seltzer, Editor, The Cleveland Press: "The important thing about LIFE and its editors is a basic recognition that, superb as the editing job has been during its first quartercentury, the rapidity of change . . requires the same swift shift in the techniques of editing, of presentation."



Walter T. Murphy, Public Relations Manager of Ford Motor Company: "If we could do as well with Ford cars as you do with LIFE, life would be a picnic for us."



Dr. Leonard W. Larson, President, American Medical Association: "I have long had great respect for the incisive reporting found in LIFE magazine. My admiration has increased in the last several weeks as your editorial emphasis has taken on a new social conscience."



Rev. Theodore M. Hesburgh, President, Notre Dame University: "I hope you never abandon the Editorial Page in LIFE... One might take objection at times to the pictures that sell LIFE, but no one would object to the fine thoughts and inspiring ideas that so often appear upon your Editorial Page. In this you have certainly established a fine tradition."



Philip Liebmann, President, Liebmann Breweries, who wrote of the July 9 issue: "This is the finest issue of LIFE I have ever seen. The new format stands out at its best."



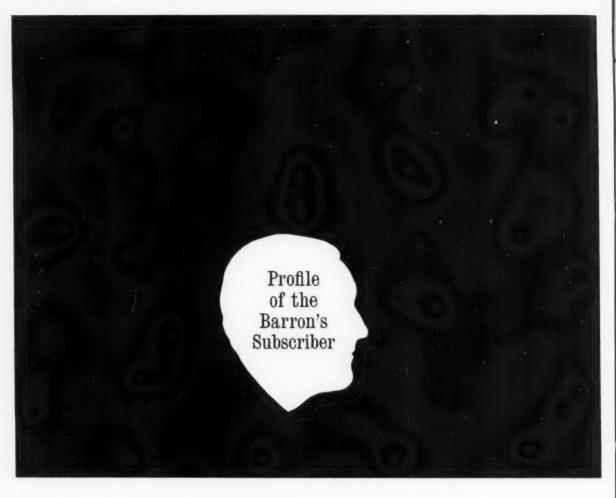
Joan Fontaine, actress: "I am intrigued by the way LIFE is now balancing its reportage of the rather overwhelming events of the day with attention to the humorous and ridiculous aspects of the human condition. LIFE seems to have rediscovered its sense of humor amidst today's tumults."



Dr. José A. Mora, Secretary General of the Organization of American States: "Knowledge based on reputable information is of vital importance to President Kennedy's Alliance for Progress Program. In this respect, LIFE magazine can make a great contribution by conveying the knowledge that is the key to better understanding among the peoples of America."

People value

AL



...a big man in every way

■ He has long-ago completed his corporate apprenticeship. ■ He has made his stake in America's economy. ■ He is alert to the passing scene but his mind is focused chiefly on the long-range business and industrial trends. ■ He is well able to exercise his own judgment...and seeks counsel from those of like ability. ■ His income is way above average (\$20,889 per year) and his net worth is similarly outstanding: \$199,325. ■ He may be an executive—and likely a director—not only of his own company but of one or more others. ■ His influence is strong and wide—by virtue of his welcome counsel, the size of his personal investments and his valued experience. ■ He has a liking for conservative, low-pressure, reflective business information. ■ He subscribes to Barron's, and renews regularly, for the express purpose of keeping abreast of the important trends on the corporate front. ■ His interest in your company is second only to your own. ■ Can you think of a better way for advertising responsiveness to begin?

BARRON'S

CHICAGO 711 W. Monroe St. CHICOPEE FALLS, MASS. 200 Burnett Rd. LOS ANGELES 2999 W. 6th St. CLEVELAND 1325 Lakeside Ave.

THE NATIONAL BUSINESS AND FINANCIAL WEEKLY BY DOW JONES

PHILADELPHIA 1528 Walnut St.

NEW YORK

50 Broadway

How to Establish Liaison Between Public Relations and Advertising

By WILLIAM H. RODD

RULES usually have none of the majesty of law. They are based on nonsemblance of scientific research and are frequently violated with remarkably successful results. However, some should be established if the objective is to maintain a productive liaison between public relations and advertising.

Sometimes these rules seem to be entirely appropriate only when dealing with the mythical median company peopled by the elusive average practitioner. They become useful when modified by the special circumstances of each differing situation.

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Here are eight rules that may help to bridge the gap between public relations and advertising.

 Recognize that advertising and public relations are always complementary, usually interdependent and frequently indistinguishable.

Good results from advertising and public relations start with the knowledge of how these two activities fit together. Surprisingly, it is not universally accepted that they do fit together.

Some advertising agencies have nothing to do with public relations. Some public relations firms wouldn't be "caught dead" in advertising. Some companies degrade advertising to the point where management's only concern with it is the money spent. Many of these companies use a vice president-public

relations operating on the highest management level. Others reverse the relative positions of these functions.

An advertising program without public relations support—or vice versa—does not often result in maximum impact per dollar spent. Both lean heavily on mass media. Advertising impact is usually more frequent, more insistent, more pervasive. Public relations impact, however, has a wider range and frequently may be more believable, more immediate.

A reader or viewer made sympathetically aware of a company by editorial reference, however unspecific, is more apt to give credence to the specifics (and adjectives) of that company's advertisements.

Assign responsibility for public relations and advertising to one polygamous administrator, happy in his love of each, proud of his partiality to neither.

Nothing can more quickly assure inefficiency and discord in the combined advertising-public relations effort than an administrator whose restricted devotion to one relegates the other to scullery maid status. Nothing, that is, except the absence of any responsible administrator. The anarchy of the latter situation is probably far worse than the imbalance of the former.

This brings us to organization charts,
—whether they work or not seems more
frequently a function of the people than
of the system.

WHO HANDLES ACCOUNTS?

It is seldom, if ever, that the head of a combined advertising-public relations effort will be equally experienced in both areas. However, more and more such instances seem to be developing. In our own agency group some account supervisors from the public relations side have assumed total responsibility for a few given accounts. Conversely, advertising executives with public relations experience are handling both activities for other accounts. How far this trend will go is difficult to say. It does have certain promising advantages in certain cases. There are also strong reasons for not having public relations men submerge their identity in advertising.

Establish a combined budget for public relations and advertising—making adequate provision for switching funds between the two areas as necessary.

One of our clients recently developed an inflatable tubing which can be rolled and shipped flat, then inflated by water or air pressure after installation. It was our opinion-as public relations practitioners-that editorial interest in this would be exceptionally high. High enough to warrant an effort more extensive than that contemplated by the modest budget set up some months before. If we had not been able, easily and quickly, to shift a small but significant amount of funds allocated to advertising, we would have missed one of the most successful examples of industrial public relations that year.

As it turned out, the client was happy, the advertising supervisor and account executive were pleased (they encouraged the re-allocation of funds) and we were delighted.

TRIBUTE TO INGENUITY

Of course, the reverse can also be true. If publicity and other public relations activities do not present themselves, or cannot be developed, funds earmarked for them should move to space or time advertising. That this is not more often done is, of course, a tribute to the in-

WILLIAM H. RODD, Vice President and Manager, Pittsburgh office, Burson-Marsteller Associates, was previously an account executive with Ketchum, MacLeod & Grove. He is a graduate of the University of Pittsburgh.

genuity of public relations men and the scarcity of public relations funds relative to advertising expenditures.

 Set up procedures to avoid duplication of effort, to assure triplication of effect and to prevent multiplication of cost.

Probably the classic instances in which this rule applies are in user-benefit case histories. This generally is the pattern:

- a. The first lead may come either to the public relations or advertising account executive.
- They, with the client product manager and advertising-public relations director, decide who should develop the story, get photos and handle other details.
- All information secured by those assigned should go to both public relations and advertising.
- d. Advertising will (1) produce one or more advertisements (2) supply tear

sheets to sales force (3) prepare direct mail piece (4) use in subsequent brochures and other related literature.

e. Public relations will (1) prepare general news release (2) incorporate material into feature articles for specific magazines (3) prepare clipping book or sheet for sales force (4) write news items for external house organ (5) hold photos for consideration for company's annual report.

One story secured by one man—used nine ways.

 Empathize with your fellow practitioners, or (to use another hot word in ivory tower circles) be pragmatic in deciding who does what in the gray areas of collateral material and special projects.

Candor and temerily stop me short of attempting to specify the allocation of these activities. Rather, I take refuge in listing the few generalities which may be useful.

- Public relations men usually can write at a greater variety of levels.
- Advertising men are frequently more economical with words.
- Public relations men seldom have much visual sense.
- Advertising men seldom have the community contacts of public rela-tions men.
- Public relations men don't like to write hard-sell copy.
- Advertising men love to write hardsell copy.
- Public relations men are usually better interviewers.
- Advertising men are usually better organizers.
- Public relations men are better poets.
- Advertising men are better painters.

Of course, the problem is to fit the job to the available talents—wherever they are hidden.

6. Communicate. Communicate. Communicate.

For two groups of people principally concerned with the process of communication, advertising and public relations practitioners don't always do a very good job among themselves. And this can be critically important—not only in terms of story opportunities missed and advertising approaches overlooked, but also in terms of time lost in sloppy operations.

We have an operating system that seems to work. It uses up reams of paper and hours of clerical time, but we're satisfied it does the job (at least for the present). Here's the way it works. Every contact which results in information developed or decisions reached is dictated, duplicated and distributed to all agency personnel associated with the account and all client personnel concerned with the area of activity covered. The contact may be via phone or in person with a client, a third party or a fellow agency associate.

These Conference Reports are filed or thrown away—by each recipient, depending on if and how the information affects his duties on the account. The important things is that the recipient makes this decision, not the sender.

- 7. Don't carry togetherness too far. "Vive La Difference" has its virtues, too. I don't want to magnify the overlaps and similarities of advertising and public relations. They are quite different in many important respects. But I do want to list some special areas where each has clearly and logically staked out its claim.
- ¶ Publicity—Nobody suggests advertising copywriters handle news releases or maintain day-in, day-out relations with editors of several hundred magazines and newspapers. Such relationships are one of the most important aspects of a good public relations firm.
- Space and time advertising—only in one or two minor cases can public relations men qualify to handle this category.
- Open houses and other special events —the opportunity which usually exists for editorial coverage of such events frequently puts advertising in the secondary role.
- Financial and stockholder relations—
 only in the very largest and most
 widely held corporations does space
 advertising play a prominent role in
 this area. Here public relations is the
 principle approach largely because of
 the prominent part business page and
 financial paper editorials play in these
 activities.
- Sales promotion and direct mail material—except for off-beat, special purpose pieces, advertising's more direct approach is probably the best.
- Speeches—This is clearly a public relations specialty.
- Trade shows, films, etc.—While there is less uniformity in these blue sky areas, the trend seems to be toward considering them as public relations responsibilities.
- 8. If you must have a fetish—make it flexibility.

Strict conformity to rigid rules is often a refuge for the weak, a haven for the lazy. Flexibility, on the other hand, is a characteristic of the resourceful person, a prerequisite of the creative mind.

Free to WRITERS

Two fact-filled, illustrated brochures tell how to publish your book, get 40% royalties, national advertising, publicity and promotion. Free editorial appraisal. Write Dept. PRJ.

Exposition Press, 386 Park Ave. S., N. Y. 16



Now listing both MAGAZINES
Over 3700 Business, Farm and Consumer magazines. 99 market groups.
Coded to show kind of publicity used by each magazine.

over 600 daillies in U.S. and Canadian industrial and market areas. Gives all vital data, including business editor's name. Also lists syndicated business columnists in U.S. and Canada.

Lists every contact you need for the complete publicity and PR job

Every magazine and newspaper you need. 424 pp. ... 6%" x 9%"... spiral bound to lay flat while using ... permanent cover.

Quarterly Revisions

FULL PRICE WITH REVISIONS .

Revision sheets sent to users in Jan., April, July, 1962. Your Checker always up-to-the minute. Order copies you need today!

SENT ON APPROVAL

. . . \$25.00

BACON'S CLIPS MAGAZINES AND NEWSPAPERS

BACON'S CLIPPING BUREAU 14 E Jackson Blvd. Chicago 4. Illinois WAbash 2 - 8419 Institutional Advertising Promotes Better Public Relations For Medical Profession

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A. H. Robins Conducts Two Ad Campaigns To Reach Its Three Publics

By RICHARD A. VELZ

that LIES between the first stirring of desire to become a doctor, and a young physician's final readiness to serve you? Few people realize it, but nowadays in America, the answer to that question is ten or more years of the most exacting study and training in the world."

This statement of fact, serving as a theme for a public relations advertising campaign is now being used by A. H. Robins, ethical drug manufacturer, Richmond. Va.

Robins' campaign has two aims—to build a greater understanding between the public and the medical profession and to establish a closer bond between

and to establish a closer bond between the medical profession and Robins. It is designed to win the doctor's attention and respect.

Searching for an approach which would create an understanding in the public mind of the long discipline and sacrifice that go into the making of a doctor, Cargill, Wilson and Acree, Richmond, Robins' advertising agency, created the idea of dramatizing the "Doctor of Tomorrow" series.

BASED ON ACTUAL EXPERIENCES

Before scheduling the campaign, the agency conducted an extensive copy pretest which included personal interviews with doctors in nine major cities. Subjects for the ads were developed at informal dinner meetings at which agency personnel encouraged doctors to reminisce about their own training. One doctor's memories sparked another's, bringing to light a number of recollections common to most doctors. From these the agency developed a campaign with the ingredients of emotional power and medical authenticity.

The ads have been appearing since last year in full pages in *Time*, *Newsweek* and *Life*. The series shows the high points in a medical student's career. A brief final paragraph in each ad points out the parallel between the youth-denying strugle of the medical student and the painstaking, often discouraging, process of Robins' Pharmaceutical research.

IT'S SHEER ALCHEMY

One of the ads in the "Doctor of Tomorrow" series is headed, "The Man Said Doctor, and the Man Meant Me!" Copy reads: "'Doctor.' He knows it isn't so. But suddenly he knows it will be. Right now, he's just a third year student ... taken into the wards to watch, do the 'scut' work ... and learn. Yet this first time a patient calls him Doctor, it's sheer alchemy.

"The long, leaden hours of memorizing that marked his first two years are transmuted into something precious. He feels mature, equipped to face the four or five more challenging years that still lie ahead before he's ready to serve you. And now he knows he'll make it!

"It's often that way, too, with A. H. Robins pharmaceutical research. Month after costly, discouraging month goes by. Then a door opens in what had seemed a blank wall . . . and we know we are on the way to some still finer medicine. Some fresh advance to help your doctors of today and your doctors of tomorrow." The company signature and the slogan, "Making today's medicines with integrity . . . seeking tomorrow's with persistence," appears at the bottom of the ad.

RICHARD A. VELZ, Director of Public Relations, A. H. Robins Company, Richmond, Va., was formerly Director of Public Relations, William and Mary College. He is currently serving as President of the Richmond Public Relations Association.

FLY DELTA to the Convention



Public Relations Society of America National Convention

Houston

November 13-15, 1961

You fly with the jet leader when you fly Delta, the air line that serves Houston with Convair 880 Jets from New York • Chicago • Philadelphia • Washington/Baltimore • St. Louis • New Orleans.

Also dependable Douglas fourengine flights from Atlanta, Memphis, Indianapolis and Detroit. Connections from all the Southeast, Midwest and New England.

For Personalized convention service, call your nearest Delta office.







The current Doctor of Tomorrow series used by A. H. Robins, ethical drug manufacturer stresses the struggle to become a doctor and the discipline in creating modern medicines. Another ad campaign uses the same principles but is directed at America's pharmacists.

Another ad headed, "Best Read Letter in a Doctor's Life," says, "How long does it take to read a letter . . . ninety times? Not nearly as long as the tense months of waiting for that letter to arrive. The word that, when he graduates from college, he'll be accepted at medical school . . Highly selective . . . this making of doctors. But only so can the right men be chosen for the long, rigorous, costly training that fits them to serve you. You'll find this exacting selectivity exists in making medicines, as well. . . ."

A third ad in the series, "You Bet Your Youth" notes in part that, "Over a thousand muscles and bones. By examination day, he must know...really know them all. And that's just the ABC, the multiplication table of medicine! Youth? That's for others. If and when he reaches his goal as a practicing physician, the chances are he'll be 30 years old... and several thousand dollars in debt! A long, long haul, this making of doctors. But that's how it has to be in modern medicine. And you'll find a parallel in A. H. Robins pharmaceutical research...."

The series has won consistently high readership. Starch Readership scores usually place Robins' ads well up among the ten best read ads in each magazine they run in. That would be unusual in any campaign. But it is doubly so in a campaign that has no immediate personal interest to most readers, and must compete for attention with such broad interest items as vacation trips, new cars and sporting equipment.

The ads also produce much direct reader reaction. One recent letter said, "Please accept my sincere appreciation for your series. This is exactly the kind of public relations medicine needs." Others write that they have copies of ads mounted in the kitchen or inside the closet door. Still others request reprints. Medical publications have added editorial praise for the program. Photos from the series have illustrated medical sections of encyclopedias and have appeared on the covers of medical and drug magazines.

The ads were also merchandised. Robins' representatives personally distributed a brochure containing each ad in the 1960 series to every doctor in the country. Medical school deans, student medical associations and executive secretaries of all the State Medical Societies were mailed copies of the booklet.

This formula was repeated by the Robins' public relations staff with a "Pharmacist in the Making" ad. It tied in with Pharmacy Week and copies of the ad were sent to various groups in the pharmacy field. Counter cards were mailed last October to 30,000 drug stores across the nation. This month during Pharmacy Week, the program will be repeated.

Recently the Virginia Public Relation Association presented Robins' president E. Claiborne Robins with his second award for the best professional public relations effort in Virginia during 1960-61. This time for the "Doctor of Tomorrow" series. The first award was given in 1957 for Robins' sponsorship of the World Medical Association's first Western Hemisphere Meeting in Richmond.

At Robins the campaign has been given a twofold meaning: (1) better public relations for the medical profession, and (2) better public relations for Robins with its most important publics, the doctors and pharmacists of America.

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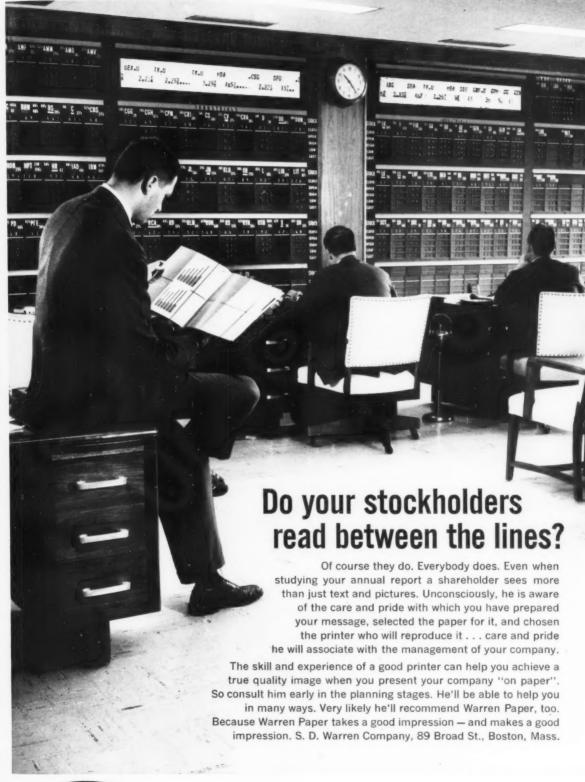
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printing papers make a good impression



It's easy, when you know how.

Once we merely breathed the air, now we inhabit it. Millions of people have flown. And the largest percentage did it on American Airlines.

American's know-how is one reason flying is easy today. Look at the history of commercial aviation. You'll find that one airline has been responsible for these advances:

The DC-3, the plane that made commercial aviation, was built to American's specifications.

The first non-stop, round-trip, transcontinental service was on an American DC-7, another plane built to our specifications.

*Service mark of American Airlines, Inc.

We were the airline to pioneer weather radar. The first to have transcontinental <u>jet</u> service. The first to build a jetage maintenance plant. The first airline to be equipped with DME (Distance Measuring Equipment), the most significant advance ever made in airline navigation, even beyond radar.

Today, American offers 707 Astrojets,* the first commercial planes powered with fan-jets, the engines that opened Jet Age: Stage II.

When experienced travellers pick an airline, it's usually American. And there are obvious reasons why.

AMERICAN AMERICA'S LEADING AIRLINE

Congress vs. Institutional Advertising: A National Hazard

By MARTIN K. SPECKTER

THIS PAST summer the Congress of the United States threw a forceful punch at Madison Avenue and hit Main Street on the jaw.

In writing and adopting the Defense Appropriations Act of 1961, Congress' clear intent was to make the best possible use of each tax dollar. But in guarding against extravagant expenditures by defense contractors, the legislators demonstrated a sad ignorance about the value of advertising. Here, said the Solons, is a good opportunity for thrift.

Leaders in the advertising and public relations fields cautioned Congress that the blanket prohibition of advertising was not in the best interests of the country. Surely we need to advertise for technical personnel? Surely we need to advertise for strategic material? Capitol Hill agreed and the Act was revised. But not sufficiently.

Our Federal sages have made it clear they want to discourage institutional advertising. And to the extent that the Act succeeds in this stated purpose, it will diminish our national effort to create an informed, confident and cooperative

We do not have, nor want, national facilities of that kind as our total apparatus for defending ourselves militarily. But we do have our Timken's, IBM's and DuPont's. And it should be the sentiment of every thinking man in public office that our defense production units be encouraged to tell their employees, their stockholders and the general public

about their corporate contributions to our defense effort.

That is why it is Main Street, not Madison Avenue, which will suffer most from the present Act. By striking at the "selfish" motivations of advertiser, agency and media, Congress has succeeded only in road-blocking a most constructive flow of information which would add national awareness to national defense—a vital ingredient.

Through institutional advertising, the general public gets a more comprehensive picture of the positive accomplishments made by the companies upon whom the nation depends for the development and production of military equipment. Such awareness would help dispel the pessimism engendered by reports of spectacular Soviet feats. In any crisis, high public morale is an essential military weapon.

And the very least result of institutional advertising on the part of defense contractors is that it gives the American citizen a better focus on the worthwhile achievements his tax dollars help make possible on his own behalf.

Unless we are content to let the Government have exclusive responsibility for sustaining high morale via federal publicity handouts (a system not without extensive dangers), part of this important task must be left to the defense corporations themselves. Advertising, in conjunction with editorial dissemination, is our traditional method for imparting information, and also the method by which our citizens gain information.

But it is not only the general public which will be less informed through the restrictions on institutional advertising. Through it, workers engaged in defense jobs learn more about their vital personal roles and responsibilities in the national effort. They are thus encouraged to reduce absenteeism, and to give care-

ful thought to the consequences of contentious work stoppages, and are inspired to be more productive at the job.

THE FLOW OF MONEY

There is a third segment in our national population upon whom advertising has a beneficial effect. Institutional advertising gives investors a better appreciation of the companies in which they invest and an understanding of the other companies who also seek wide public financial support.

Advertising helps keep open the flow of investment dollars needed to support laboratories beyond federally-financed research, and plant-building beyond federally-financed expansion.

In this way, corporate advertising actually expands the purchasing power of available tax dollars. If it is Congress' intent to stretch the Government dollar, is it not advisable to let our defense contractors cultivate private fund sources to the greatest practical extent?

But our National Defense Appropriations Act discourages conveying this useful information in media that reach the general public, workers and investors. Thus, the Act works against the very things our national leaders have expressly pleaded for:

- A broad awareness of the crisis—but a complete awareness—good as well as bad.
- A resolute determination on the part of every American to contribute indi- vidually toward the strengthening of the U.S.

It is more than something to be regretted. The prejudicial attitude of the man on the street toward advertising is unfortunate. But when Congress demonstrates an equal ignorance, it is downright dangerous.

MARTIN K. SPECKTER, president, Martin K. Speckter Associates, Inc., New York, advertising and public relations agency, has been in the advertising field over 20 years. In 1950 he was awarded the Advertising Federation of America's medal "for outstanding service to advertising."

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The Outstanding Event of the Public Relations Year!

November 13-14-15 HOUSTON, TEXAS November 16 MEXICO CITY

PRSA'S th

NATIONAL CONFERENCE

Developing the Theme

"Public Relations — A Bridge Between the Americas"

PRSA's 14th National Conference, the first to be held since the merger of APRA and PRSA, will be a comprehensive program of topics designed to interest and benefit the public relations professional, and to improve his value to employer or client. Conference is open to non-members as well as all members of PRSA. Registration fee for members is \$50 - \$60 for non-members and includes three luncheons and two banquets in addition to all sessions in Houston. The separate registration fee for the Mexico session is \$25, including luncheon and Mexican Fiesta. For additional information write PRSA Headquarters in New York.



MONDAY

KEYNOTE ADDRESS by Edward R. Murrow, USIA Chief, speaking on "Communications — A Vital Force in World Relations"

PANEL DISCUSSION on "Place of Public Relations in World Relations" by the *Presidents* of Public Relations Society of America, Canadian Public Relations Society, International Public Relations Association, Inter-American Federation of Public Relations Associations and British Institute of Public Relations

LUNCHEON with an unusual program presentation by PRSA Couselors Section, "What A Couselor Thinks He Is Doing When He Is Counseling", Dale O'Brien, Mayer & O'Brien, Chicago, will preside; Paul Cain, The Cain Organization, Dallas, is program chairman

AFTERNOON devoted to Concurrent Sessions for these specialized groups:

Corporate Session—Chairman, John E. Stattler, Ford Motor Company, New York City

Counselors Session—Chairman, John F. Moynahan, John Moynahan & Company, Inc., New York City

Government Session—Chairman, William Ruder, Assistant Secretary of Commerce for Administration & Public Affairs, Washington, D. C.

Health and Welfare Session—Chairman, Rebel L. Robertson, Boy Scouts of America, New Brunswick, New Jersey

Trade Association Session—Chairman, Herbert B. Bain, American Meat Institute, Chicago

Financial Session—Chairman, Harold M. Gartley, Gartley & Associates, Inc., New York City

FORMAL DINNER featuring presentation of the First Annual Public Relations Lecture by Dr. Frank Vandiver, *Professor of History*, Rice Institute, Houston. This Lecture was prepared on a grant from the Foundation for Public Relations Research and Education, Inc. Milton Fairman, Foundation President, will preside.



TUESDAY

OPENING ADDRESS by Joseph A. Brunton, Chief Scout Executive, National Council, Boy Scouts of America, on "Organization Programs — An Effective Public Relations Tool in International Understanding"

PANEL, composed of the *Presidents* of the Financial Public Relations Association, Railroad Public Relations Association and American College Public Relations Association, under chairmanship of H. Walton Cloke, *Immediate Past President* of the American Public Relations Association, will explore "Objectives for Public Relations"

ADDRESS on "Factors in Social Movement" by the one educator who has appeared on the program of each of the three Public Relations Institutes by popular acclaim, Dr. Raymond Mack, *Chairman* Department of Sociology, Northwestern University

PRSA ANNUAL LUNCHEON Speech by Walter W. Belson, Assistant to the President and Director of Public Relations, American Trucking Associations, Inc., Washington, D. C., and PRSA Vice President

TRADING POST SESSION Specialists will moderate each of the 24 round tables for exchange of ideas

ANNUAL PRSA MEMBERSHIP MEETING President H. B. Miller, Director of Public Relations, Pan American World Airways, New York City, presiding

PRSA ANNUAL BANQUET Awarding of PRSA Citation for Distinguished Public Relations Service, followed by program of entertainment



WEDNESDAY

A "PROFILE of the Emerging Public Relations Executive" drawn by Howard P. Hudson, Editor, Quarterly Review of Public Relations, and Ruder & Finn Incorporated, New York City; Professor Wayne L. Hodges, Cornell University, Ithaca, New York; Colonel Willis L. Helmantholer, USAF, Randolph Air Force Base, Texas; John G. Mapes, Hill and Knowlton, Inc., New York City; Professor Alan Scott, University of Texas, Austin, Texas; and Frank T. LeBart, Esso Research and Engineering Company, Linden, New Jersey. Dean Melvin Brodshaug of Boston University, School of Public Relations and Communications is chairman of this program.

ADDRESS by the Honorable John G. Tower, United States Senator from Texas

LUNCHEON on the theme, "International Business World Today." Speaker will be Conrad Hilton, president of Hilton Hotels, Inc.

THURSDAY

PARTICIPANTS in the International Session at Mexico City will leave Houston at 10:30 A.M. via Pan American World Airways jet flight and arrive in Mexico City at 12:15 P.M.

COCKTAILS AND LUNCHEON will be served at the Continental Hilton Hotel

THE INTERNATIONAL SESSION will be held during the afternoon at the National University of Mexico. Principal address will be given by Francisco Villagran, *Director*, General Counsular Service

Event will conclude with a Mexican Fiesta at the Rancho del Artista at 7:30 P.M.

Register now for this memorable meeting!

For Further Information and Registration Blanks Write or Wire:

Public Relations Society of America, Inc. 375 Park Avenue, New York 22, New York Telephone PLaza 1-1940

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American Airlines
American Bottlers of Carbonated
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American Dairy Association
American Lutheran Church
American Machine & Foundry Co.
American Medical Association
American Telephone & Telegraph Co.
American Trucking Association
America's Independent Light
& Power Companies
Anaconda Company
Asphalt Institute
Association of American Railroads
Association of Casualty and
Surety Companies

Bache & Company Bendix Corporation Bethlehem Steel Company Blue Cross Association

Cereal Institute, Incorporated
Chevrolet Motors Corporation (G.M.)
Chrysler Corporation
Coca Cola Company
Consumers Cooperative Association
Council of Motion Picture Organizations
Crusade for Freedom

Delta Air Lines

Florists' Telegraph Delivery Association Goodyear Tire & Rubber Company Gulf Oil Corporation

Insurance Information Institute International Telephone & Telegraph Corp. Investors League, Incorporated

Johns-Manville Johnson & Johnson

Metropolitan Life Insurance Co.

National Automobile Dealers Association National Book Committee, Incorporated National Conference for Repeal of Taxes on Transportation

National Steel Corporation
Newsprint Information Committee
Norfolk & Western Railway

Oldsmobile Division (General Motors)

Pontiac Motors (General Motors)
Portland Cement Association

Radio Corporation of America Remington Rand Division of Sperry Rand Corporation Republic Steel Corporation

Republic Steel Corporation Reynolds Metals Company Ringling Brothers, Barnum & Bailey

Santa Fe Railway
Savings & Loan Foundation, Inc.
Seagram-Distillers Company
Seventh Day Adventists Information Service
Smith Kline & French Laboratories
Socony Mobil Oil Company
Southern Company
Sperry & Hutchinson Company
Standard Oil Company of Indiana

Texaco, Incorporated
Trailmobile, Incorporated
Trampoline (Nissen Trampoline Company)

Trans World Airlines
Travelers Insurance Company
Union Carbide Company

Union Pacific Railroad
United Farm Agency
United Fruit Company
United Lutheran Church in America
United States Steel Corporation

Western Electric Company Western Union Telegraph Company Willys Motors, Incorporated

Youth Research Institute Zenith Radio Corporation THESE LEADING BLUE CHIP

AMERICAN INDUSTRIES USE

CORPORATE ADVERTISING IN

EDITOR & PUBLISHER TO TELL

THEIR STORIES TO THE PRESS



You can conduct the world's largest press conference every week with public relations advertising in the <u>spot news</u> paper of the newspaper industry . . .

Editor & Publisher

850 Third Avenue, New York 22, N. Y.

P.R. PEOPLE: Write for your complimentary copy of "Influencing the Influencers"



New General Electric Campaign Focuses On "The Initials of a Friend"

By J. HERVIE HAUFLER

IN ITS FIRST advertisement designed to promote the company as an entity rather than company products, General Electric pointed out the importance of huge electrical generators, household lamps and electric motors large and small.

The copy ended with these words: "By such tools electricity dispels the dark and lifts heavy burdens from human shoulders. Hence the letters G-E are more than a trademark. They are an emblem of service—the initials of a friend." This was in 1922.

In 1961, General Electric's corporate space advertising follows this same well-traveled route. Each ad calls attention to the importance and benefit of a specific activity or product development, ties the G. E. name to it and attempts to reaffirm in the reader's mind that whenever and wherever he sees the company symbol he is looking at "the initials of a friend."

ADS FOCUSED ON PEOPLE.

This year's technique is simple and straightforward. It seeks to dramatize the importance of a particular activity by picturing its impact on the life of an individual American. The ads are deliberately focused on people rather than on technology, progressive design or any of the other directions that current institutional advertising is taking.

To double-barrel the effectiveness of this "people" theme, each ad also drama-

J. HERVIE HAUFLER is in charge of Editorial and Investor Materials, a component which

tizes the company's role in terms of the one General Electric employee who had the most to do with the specific activity.

The company's and its ad agency, BBDO, New York, "theory of the case" is that such advertising expresses the contribution of G. E. in its simplest, most easily grasped form: a representative individual whose life is improved . . and the General Electric employee whose skill, imagination and devotion made the improvement possible.

Thus the base on which the first ad of the new series, which first appeared on August 4, is built, is the work of an employee named Gerry Macari who is a specialist in home planning for the General Electric Home Bureau. One of Macari's proudest projects is the design of a home with the special problems of physically handicapped people in mind.

TO REMIND THE READER

Ideas from this house have been incorporated in a number of homes. Among them: the Pinellas Park, Florida, home of Dorothea Bendik, a housewife who wants to handle her own housework even though she must do it from a wheel chair.

In short, quick copy the ad sketches Mrs. Bendik's story, pays tribute to Gerry Macari and reminds the reader

Marjorie McMurray keeps her finger on a pulse 8 miles away

Margare McMurray, surpol concrete at femoral focals the potal in Flenda, has been available to management 24 beams a size, the now size can go on piemes with feet two young discription and still been size. That's because of an idea nortical up by J. J. "Dusty" Rhodes, an angineer of General Electrics Communication Product Opportunities. He helped electrop the Voice Discrice as a discretes with a 6 while

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Dorothea Bendik keeps house for four from a wheel chair

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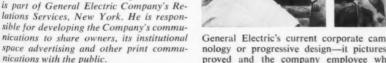
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General Electric's current corporate campaign focuses on people rather than on technology or progressive design—it pictures a representative individual whose life is improved and the company employee whose skill and imagination made it possible.

Looking for a PUBLISHER

Your book can be published, promoted, distributed by successful, reliable campany noted for prompt, personal service. All subjects. Free Editorial Report. Inquiries also invited from businesses, organizations, churches, etc. Send for Free Booklet. Vantage Press. Dept. 122, 120 W. 31, New York 1.

A 'Good Press' Takes Cultivating

—at the grass roots!

That's why more and more leading corporations and associations are telling their corporate stories in THE AMERICAN PRESS magazine.

Through this one respected publication they reach 9,598 editors of daily and weekly newspapers — all the editors in grass roots and suburban America.

Let us tell you our story.

THE AMERICAN PRESS

Stanton, N. J.

P.S. You should read it, too. Subscription only \$3 a year.

that at General Electric there are many more like him—people with a heart, a will to be of service, and the means and skill to make the most of their opportunities

Subsequent ads offer similar specifics: a new communications device that allows a nurse to enjoy more time with her family while continuing to "keep her finger on a pulse eight miles away"; a new educational project which allows a promising teen-age science student to conduct basic scientific research; the work of a General Electric industrial systems engineer who is helping to give the Navajo tribe a new economic lease on life and a step toward tribal selfsufficiency by means of an automated sawmill; the company's work in atomic energy which promises to keep the cost of electricity the "greatest bargain" tomorrow as it is today.

MASS CIRCULATION

Intensive effort is being spent on each ad to give it a fresh and newsworthy twist. The objective is to publish stories with enough appeal and novelty that each could conceivably be expanded into a human-interest magazine feature.

The decision made in the area of media selection was to try to reach the broadest possible public. "Special publics" will be reached only as readers of leading mass-circulation general-interest magazines. The campaign consists of relatively high-frequency, half-page, black-and-white, photo-and-story treatments.

It will run until December 24, in *Life*, *Look* and *The Saturday Evening Post*, with a special all-type adaptation to capitalize on the format of the *Reader's Digest*.

TALENTED EMPLOYEES

General Electric's new corporate advertising series rests, like its predecessors and other important related programs, on the accomplishments of G. E. and its people. The ads will seek to interpret and extend public awareness of specific achievements, and to personalize their significance. The activities of individual G-E employees will be featured whereever possible. This serves as a means of recognizing outstanding work. But it will also remind a broad segment of the public that in their associations with the company they are dealing with people who are talented, helpful, responsible and determined to earn the public's good will by a varied demonstration of positive achievement.

R Ca na

PR IN CANADA MAY BE MISNAMED. It is not just a magazine about public relations thought, practice and trends in Canada; although, of course, it does report these thoroughly and with great skill and care.

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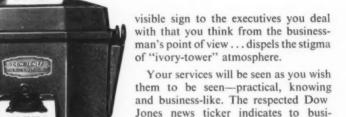
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Getting the right information fast is the first step to using it effectively.

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"There's More to France Than Paris" Is Theme Americans Are Now Accepting

French Government Tourist Office Overcomes Misconceptions by Citing Facts with Tact

By MYRON CLEMENT

THERE IS probably no area of public persuasion more suited to the creation of images than that of foreign travel and tourism. The very motivation of public interest in travel is based on the conjuring of mental pictures of far-off places and distinctive ways of life.

For a foreign country to build effectively its image in the mind of the American public is a complex, delicate undertaking which involves both public relations per se and an extensive advertising campaign, conceived jointly and working hand-in-hand.

Nor is the picture ever completely drawn by those whose profession it is to accomplish the task. The public, too, plays an important role in the creation of the over-all image. For, in the last analysis, the word-of-mouth reports, the recounting of experiences, the subjective portrayals of foreign places by the hundreds of thousands of returning visitors inevitably influence the thinking of those future travelers who eventually will follow in their footsteps.

A TOURIST TREASURE-TROVE

In the case of France there is an immense reservoir of cultural attachment, of historical good will and political affinity, of natural attractions and manmade amenities which aid in the conception of a favorable image. But only the ostrich would stick his tail in the air and discount the knotty problems which detract from—and of recent years have even threatened to dim—the lustre of France as a tourist treasure-trove.

Misunderstandings, misconceptions and lack of proper prior information can all be lethal to the cause of fostering a genuine desire to partake of what France has to offer. They can also dull appreciation and spoil the great satisfaction and enjoyment to be derived from actual traveling in France.

Therefore, the French Government Tourist Office, in conceiving its ad program, has sought to attain a two-fold goal: not only to present to the public the most colorful, attractive aspects of travel in France, but also to come to grips with the most pressing of the misunderstandings and misconceptions.

AIMS OF AD CAMPAIGN

Our advertising plan, worked out with Doyle Dane Bernbach, New York, has been in great part a public relations or institutional campaign designed to project to the public a proper, realistic and sympathetic image of France as a tourist country. All the while it has, in positive terms, counteracted the negative elements which we do know to exist.

Some will say that advertising must "sell," and that the institutional campaign is at best a round-about way of selling. We are very much aware that travel must be sold, if we are to increase or at very least retain our share of the market, a multi-billion dollar market at that. For we are not only competing constantly, albeit politely, with other tourist destinations for the travel or





low much do you think it costs to dine at the Bitz in Paris

"Are French people hard to ge! to know? No!" and "How much do you think it costs to dine at the Ritz in Paris" were run by The French Government Tourist Office to overcome images that the French are not cordial and the country much too expensive.

MYRON CLEMENT, Public Relations Director, French Government Tourist Office, New York, was formerly in the Office's Information Center and was director of its Travel Agents Department. He holds a graduate diploma from the Université de Paris (Sorbonne) where he was one of the first Fullbright Scholars.



Four photos of French inns were spliced together in this montage to capture feeling and aspect of an entire French province.

leisure dollar, but also for the disposable, discretionary dollar sought after by a host of competing products and services. And these last are not doing their selling through institutional advertising or, for that matter, "soft sell."

GOOD AND BAD SELL

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Often "soft sell" and institutional advertising are discussed as one entity. However, we and our ad agency believe quite strongly that there is no such thing as soft sell or hard sell. One either sells or one doesn't. There is good sell and bad sell, and no step in between. When you sell it's good, and when you don't it's bad, whether you use muted strings or beat the drum.

This is not to suggest that this most desirable end can justify undesirable means. On the contrary, we are convinced that undesirable selling tactics, even if temporarily successful, will in the long run thwart the achievement of the end. Blatant, objectionable and tasteless advertising, sometimes mistakenly equated with "hard sell," inevitably will hurt and tarnish the image. However, dull, timid and obscure advertising, sometimes mistaken for "soft sell," also hurts sales and doesn't do very much to polish up the image either. Both are bad advertising and bad public relations.

At the inception of our present program in 1959, France was getting close to 60 per cent of all American visitors to Europe, one of the highest percen-

tages of any major European tourist country; and the figure had remained fairly constant in the previous decade. However, our share of tourist dollars had declined from 25 to just over 17 per cent by 1958. This suggested quite strongly that American visitors in France were not spending as much time in our country as they were elsewhere.

THE CENTER OF FRANCE

One of the principal reasons for this was geographical. Since Paris is to the French the center of France, in body and soul, Paris also tended to become for most Americans France itself. The Riviera was a distant second as an attraction for American tourists, and most other provinces were far too little traveled by Americans.

The central aim of our future advertising was apparent: after our visitors had seen and enjoyed Paris, they must be persuaded to travel into the provinces and thus automatically extend their stay. We decided to feature the Loire Valley, Provence, Normandy, Brittany and the Basque Country—not, of course, forgetting entirely Paris and the Riviera.

But underlying this goal toward which we could strive by relatively simple, direct techniques, there lay two deeper, more difficult tasks.

Independent research and our own experiences strongly suggested that there were two blemishes on France's visage (image). First, too many Americans considered France to be unduly expensive. Second, they felt the French to be less cordial to tourists than they would like. Of course, there were many more positive aspects of the French image, most of which were just as widely held. But, real or fancied, the detrimental images cause the greatest concern.

We knew, also, why these misconceptions persisted. Since most Americans limited their stay in France primarily to Paris, they quite naturally measured all of France by its standards. Paris, like New York, London, Rome or any big city, can be expensive. So can the Riviera, but then so can Palm Beach, Newport, Southampton or any renowned resort area. But to those who really know them, even these places can also offer quite reasonable accommodations when one has sufficient time and experience to find them.

TIME AND AWARENESS

Inevitably, the first-time visitor, or short-term visitor, would gravitate to the better-known (and more expensive) hotels, shops and restaurants. Even worse, human nature being what it is, he would compare apples with oranges! Of course, the best room accommodations at the Ritz, the Plaza-Athénée, the Meurice and other deluxe hostelries in Paris are expensive when compared with the hotel in home-town U.S.A., or even with some of the large commercial hotels in major American cities.

Restaurants like the Tour d'Argent,

Lasserre. Grand Vefour must be compared with Le Pavillon in New York, Caprice in London, not with the scores of good, little inexpensive restaurants everywhere. Although even the plushest of French establishments has bargains for the connoisseur (as we were to show in our "Ritz" ad), essentially the American in Paris tends to sample from the very top, which, of course, is part of the thrill of being abroad. But there is so much more to be sampled, so much more to be appreciated, so much that the American was either not aware of or was not taking the time to become acquainted with.

GETTING TO KNOW YOU

As for the French lacking in warmth and cordiality, it is a tall order to expect a busy, overworked Parisian to take any more time with strangers than his counterpart in New York or any other world metropolis. Then, too, the Parisians' innate reserve was all too frequently mistaken for unfriendliness or coolness. In the small French towns and villages, in the countryside, however, people have more time and opportunity to get to know their visitors, just as their counterparts do in any country.

These two aspects of our problem were the most difficult to solve in our advertising. Fortunately, by the very act of featuring those off-the-beaten-track places in France through which we hoped to extend the length of stay, we and our Doyle Dane Bernbach col-

leagues found that we could quite casually yet effectively overcome the two widely-held misconceptions by citing facts, with tact, style, excitement and humor.

THE IMAGE OF FRANCE

We found that we could make a very strong selling point about prices and bargains by portraying atmospheric situations in which many positive advantages could be conveyed (including those of price) and at the same time highlight the image of French chic, charm and warmth in the way the ads looked and in the way they told their story. Finally, we knew we could count on our agency for bold, tasteful, attention-getting art and copy.

In the past two years, our ads have run in Holiday, The New Yorker, The New York Times Magazine, Harper's, The Atlantic, Saturday Review, Sunset, National Geographic and Town & Country. Many implied visiting more than Paris alone; some played up the bargains to be found, others the hospitality to be enjoyed. Here are some examples.

"Louis XIV lived like a king in this magnificent chateau. You can too, for \$9.50 a day—complete!"

Very direct, straightforward and to the point, smacking almost of "hard sell." But the line takes on added meaning, added interest when coupled with the three-part photo above the headline. The agency could have used a beautiful exterior shot of the chateau and let it go at that. Instead, it decided to use actual photos of the interior, but used them symbolically, to project the image of a Twentieth-Century American couple almost casually thrust into the glamorous world of the Seventeenth Century -and for only \$9.50. "When you leave Paris to tour the French provinces," the copy suggests, "you not only see the history of France, you live it." Then, with aid of the photographs, the text goes on to create the image of all the charm, elegance, and, yes, grandeur of France at inexpensive rates. We liked the image it built, and also the returns it

■ "Are the French people hard to get to know? No!"

And we really do know—for, just like all of our photographic material, this portrait of a Breton fishing family was taken right on the spot in a small town of Finistère, and we can vouch for the fact that the people shown are genuinely friendly, smiling, cooperative—and French to the core. The traveler's curiosity is piqued by a question he can answer for himself by "visiting the provinces." Nothing wrong, either, with

using that most solid of human institutions, the family, to foster the institutional image of France.

These 4 timbered Norman Inns are worth the trip to France. Yet the most expensive charges only \$8.50 a day, complete!"

This color spread was 1961's counterpart of the 1960 "Louis XIV" ad. This time, however, the illustration is designed to capture immediately the feeling and aspect of an entire province of France by portraying its most salient feature: the half-timbered houses. Four of the most picturesque inns to be found were spliced together in a photo-montage of genuine pictorial value. The story-line enhances the visual presentation by giving detailed information about each inn, and the minimal costs are stated as a happy plus factor. Another counter-blow for the unjustified criticism of "high prices."

■ "Next time you take a vacation, uncomplicate your life."

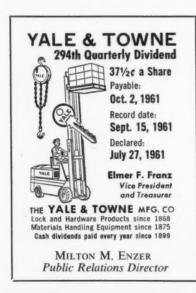
This ad covers directly the point we wanted to make on traveling leisurely through France. Sounds and looks almost strictly institutional at first glance. Atmospheric, yes. Warm and touching, too. Typical of what motorists will see on so many roads of France. But here we are sending them to Provence, where the photo was taken.

Again the theme is predicated on staying longer in France. "Drive your car onto that amazing French train that beds down cars as well as drivers, and then speeds to Southern France. Disembark at Avignon in the heart of lazy sunny Provence and drive a leisurely pace through real provincial France, old Roman France and a lot of relaxed, friendly, sunburned towns." In this ad is a word of encouragement for the timid driver. And also word and picture painting of warmth and friendliness, direct contradiction to one of the two misconceptions about France.

"How much do you think it costs to dine at the Ritz?"

Here, we didn't neglect Paris. We chose the Ritz not only because it is typical of the luxurious, elegant establishments of Paris but also because its very name connotes luxury. Yet, we point out, it costs as little as \$4 to dine there (or as much as hundreds!). This nails the myth that Paris must necessarily be expensive.

When can advertising be regarded as good public relations? When it has as its object the creation of a favorable image for the product, service, group, person or country for which it is put to work—and when it can sell subtle ideas, overcome hostility, or, even worse, apathy. This formula has worked for the French Government Tourist Office.







THE NEW AMERICAN

TEEN-AGE TEMPO!

They play records at ear-splitting volume. Tie up the telephone for hours. Today's teen-agers are spirited, inquisitive, wonderful.

And nobody knows better than you—the new American with teen-age sons and daughters—that their lives revolve around the car.

Mothers and fathers keep a careful eye on their teen-agers' driving habits. And they know how important it is to keep their car running right.

At American Oil, we take extra care to make petroleum products and provide services that help cars perform the way they should.

As just one example of the lengths we go to, our scientists are studying gasoline combustion with a special furnace that burns fuel the way your engine does. They're gaining new knowledge about what they call "the chemistry of knock" to produce fuels that will perform more efficiently in your car.

You expect more from American—and you get it!

AMERICAN OIL COMPANY



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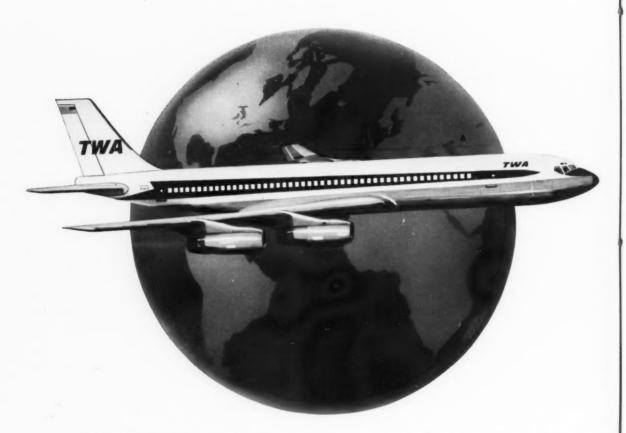
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The Rockwell Report: How to Make Friends And Influence Stockholders

"JOUR LETTER welcoming my wife and myself as new stockholders prompts me to tell you the two contributing factors which resulted in our small purchase, and which resulted in my recommending a similar purchase by a relative - factors aside from sales and earnings records. . . .

"The first of these was a speech . . . several years ago by your market research manager on diversification . . . The continuing Rockwell Reports . . . are

the second factor.

The Reports, the corporate advertising campaign of Rockwell Manufacturing Co., Pittsburgh, Pa. began in 1951. Its purpose: to serve a public relations function - to show the business and financial community that the company was well-managed, progressive and growing and at the same time let various divisions capitalize on the strength of the corporation as a whole.

Rockwell is a leading manufacturer of control devices, such as valves and regulators; measuring devices, such as petroleum, gas and water meters, parking meters, voting machines and taxi meters; and power tools for industry, schools and

the home craftsman.

Rockwell had grown from a small relatively uncomplicated business to a diversified enterprise of many plants, products and markets. The company name had just been changed, and a new president had taken office a few years previously.

The result of all these factors was a campaign originated by Rockwell's ad agency, Marsteller, Rickard, Gebhardt and Reed, called the Rockwell Report. Instrumental in the original conception were William A. Marsteller, presently MRGR's board chairman, and William F. Weimer, then and still Rockwell's director of advertising.

More frequently thought of as an editorial column than an advertising series because of its news content and column format, the Report carries the by-line and a small picture of Willard F. Rockwell, Jr., president of Rockwell. The ads run in Business Week, Newsweek, U.S. News & World Report, Wall Street Journal, and the Analysts Journal. The annual advertising budget is \$150,000.

Subject matter usually consists of commentary on business and business management problems. The average column deals with three to four different subjects—a major lead item and two or three subordinate topics—an anecdote, product announcement.

One column, for example, discussed the civic responsibilities of businessmen. It read, in part: "When you make a community a better place in which to live, you have happier employees, better workers, more efficiency, less turnover. Participation in community affairs by company people creates a better local feeling about the company as a good place to work, to sell or to buy. These are pretty direct company benefits, but there are indirect advantages, too, in terms of executive development. .

Since its inception, the Rockwell Report has changed neither format nor approach. It has carried more than 78,000 words over the ten-year span.

It proved so successful nationally that, in 1954, the company began the policy of publishing additional Reports periodically in plant city newspapers as part of its community relations program. These Reports are signed by the plant general manager and contain information about the particular plant, its products, policies, and people and the community of which it is part.

2,300 LETTERS RECEIVED

The 125 Reports, run to date, have produced approximately 2,300 reader letters. A substantial portion has come from business management, the financial community, potential investors, stockholders and publishers. For example, there were letters from chief executives of over 150 American corporations, including many from among the top 100; over 350 from other company officers and higher management; more than 50 from publishers and editors, and close to 100 requests for permission to reprint or quote from the Reports.

SOURCE IS SIGNIFICANT

A high percentage of the correspondence also comes from educators, students, government officials and professional people. The significance of all these figures, in Rockwell's opinion, is not the quantity but the quality. Almost half comes from that segment of the populace to which the Rockwell Report is primarily directed. It is by these standards that the ads are judged successful.

Because of his column, Mr. Rockwell has become widely recognized as a "columnist." When he was introduced to Thomas E. Dewey, then governor of New York, the Governor's comment was: "I already know you-I read your

articles regularly.

At an American Petroleum Institute meeting in San Francisco, Rockwell was chatting with Bob Feemster of the Wall Street Journal when a friend of Feemster's appeared. Feemster introduced Rockwell. With a puzzled look, the newcomer said, "I've seen you somewhere before—oh, I know! You write for the Wall Street Journal." "Yes," Rockwell answered, "I'm one of their columnists."

MOST POPULAR SUBJECTS

Many Reports are devoted to mentions of new or novel ideas for simplifying business procedures. One of the most popular was a mailing envelope correction device which Rockwell uses to keep its external publication mailing list automatically accurate and up to date.

The subject which drew the greatest amount of commendation was a discussion of the fallacy inherent in "easy" insurance claim payments. Others that were popular included: a transition booklet for company-product blending: an editorial on "That Man," the customer; a check list to prevent waste in manufacturing and how the company uses its

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PROFESSIONAL DIRECTORY



PUBLIC RELATIONS

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BERTRAND W. HALL & CO. FIFTY-TWO BROADWAY NEW YORK 4, N. Y.

Specialists in . . .

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- Investor
- Communications
- Corporate Development

COUNSEL AND SERVICES





We have a newly published "PROFILE" which describes our organization and practice of public relations. May we send you a copy?

automatic voting machines for employee surveys.

TYPICAL READER RESPONSES

Reader response to the Reports has been quite good. One writer from the Office of the Chief Counsel, U.S. Treasury Department said, ". . . your Reports seem to me to be the most intelligent kind of institutional advertising, and they are so expressed that it is a pleasure to read them-regardless of subject matter. If a quarter-inch drill qualifies me as a customer, then your Reports are aimed at me and hit the target.'

President Rockwell replied: "... Obviously it is quite an assignment for a company to hit on just the right kind or type of advertisement to tell its corporate story and relate its business philosophy to the business and financial community. We have constantly been amazed at the responses . . . I'm sorry I didn't know you were in the market for a quarterinch drill-I could have bought it for you wholesale."

Here are some others:

From a university professor, requesting permission to quote from the Reports in a text book on the Principles of Business Management: "In several of your Rockwell Reports you have summarized or introduced a topic in language that I could not duplicate.'

From a management consultant: "They are easy to read, interesting, and informative, and have no doubt made many friends for the company . . . As a means for creating goodwill and interest in the company, its products, and forward-looking management, I can think of no more effective way.'

ON THE LIGHTER SIDE

The Rockwell Report doesn't always get the public reaction intended. In fact, some people write to Mr. Rockwell for perfectly unfathomable reasons-as witness this letter from a young lady in

"My dream is to take a cruise to the Islands (any Islands). I am writing to vou because we subscribe to the magazine in which your name appeared. I would like to get a job as a swimming teacher or life guard on a cruise ship. My problem is lack of money, otherwise I would take the cruise. Thank you for any information you can send me P.S. I wrote to you because you have a kind face."

Probably the classic combination of humor and common sense are found in this letter from a retired banker who commented on President Rockwell's assessment of the growing seriousness of the water shortage in this country as fol-

"I am not an engineer. I have nothing to sell. I am 70 years of age and my only purpose in writing this letter is to do

Rockwell Report



by W. F. ROCKWELL, JR. President

The civic requosabilities—or lack of the Tod businessmen are being discussed into ingly in business publications and in vasciation groups. Most of this discussion are not being the property of the property

company man who participates in community affairs superience in organizing and administering programs, in the give-and-take of committee work. All of this m added stature and make him a more effective man fo

We turn added statute and make time a more enecutive main to the co. Recently we made an informal survey of the degree to which the anagers of our twenty-two plants are active in the affairs of the unities. All of these men are actively serving on committees or as 'a total of 86 civic organizations.

We feel that this is good for everyone involved—the

Good appearance is seldom stressed as a major attribute of gas meters, yet the lock of it can be an irritating factor both to the utilities who install and mointain meters, and to the people on whois property they ore installed. In order to provide the lost possible protection for our moders, streamlined obtaining and meters and at the same time emistion their good appearance, we continuely test oraristy of protective configurations of these orall pure of weether confilions.

ROCKWELL MANUFACTURING COMPANY



Simple, unchanged column format provides vehicle for continuing Rockwell Report ads.

something for my grandchildren and their kids.

"Now about the enormous use of water in America, and how to cut it down. Of course, I realize that absolutely huge quantities are used in industry, but there is an enormous waste in every household in America, and I mean right down to the toilet. Five to seven gallons are used every time someone pulls the chain, but if more imagination were used in the manufacture of toilets much of this waste could be eliminated. Get rid of every toilet in America and replace them with a brand new toilet that would deal out a quart of water for one operation, and five gallons for the other. You know what I mean without my drawing a diagram. Why put out seven gallons of water every time my little grand-daughter wee wees? You take it from here. Sincerely yours for a better America."

Mr. Rockwell's reply:

"If you weren't 70 years of age, I'd be tempted to offer you a job as a writer in our advertising department. I was intrigued by the finesse with which you handled a rather delicate subject.'

The Rockwell Report is now in its second decade. The readership scores and favorable comments are prolonging its use as a corporate public relations tool.

How to stop staring at other people's Pontiacs

Put yourself in an easy-to-own Catalina. It's "Cat" quick and crisply styled. Longer, lower and loaded with the brand of gumption that has made Pontiac the one to watch and want. Trophy V-8 Engine ratings from 215 to 348. Turning radius shortened as much as $3\frac{1}{2}$ feet to end "jockeying" in tight spots. Smart new interiors—fully carpeted and finely appointed. Wide-Track balance that keeps roads of all kinds under control. Why not start Wide-Tracking yourself! It couldn't be easier than in this Catalina.

You can arrange to check one out today at your Pontiac dealer's.

Wide-Track Pontiac CATALINA-STAR CHIEF-BONNEYILLE-CRAND PRIX

WIDEST STANCE ON THE ROAD

PONTIAC MOTOR DIVISION . GENERAL MOTORS CORPORATION

OCTOBER 1961

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RELATIONS JOURNAL

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For complete information on the Public Relations Journal, write to Gus Lewander, Advertising Director, 375 Park Avenue, New York 22, or call him at PLaza 1-1940





The Institutional Ad— Why It's The Corporate Stepchild

By NAT DANAR

T IS TIME that the advertising-public relations stepchild, the institutional ad, be formally recognized as an integral part of the "family." When this recognition comes, it can properly fill its function of building the most important characteristic the corporate family can have-a fine reputation.

Institutional advertising has too long possessed an unwarranted and unjustifiable inferiority complex. This state of affairs exists because:

■ Historically, its true function has never been thoroughly understood. So when the family finances pinch, it is the first one to have its allowance reduced or cut off. Besides refusing to recognize its existence many corporate managements add the sin of denying it the cumulative impact of continuity.

With net profits for 1960 and the first half of 1961 low, though sales are at a high level, management will probably face the necessity of making more cuts and will lop off much institutional advertising (whether good or bad) since it is not directly related to product selling.

■ Institutional ads frequently have little "pull" because they are poorly conceived. Because they are allocated comparatively small budgets, they frequently are considered of secondary importance, treated with hardly any interest and excluded from top-team creativity.

- The fundamental axiom that institutional ads should have "dignity" and should not directly sell products is a trap that management falls into. Too often the ad ends up not selling anything, even the public service concept. Furthermore, management falls back on an idea that has had alleged success and is thus considered "safe." This negative approach is the acme of noncreativity.
- I Many, many times the public relations executive, whose function is to evaluate the strength and weaknesses of the corporation's image, is not brought into the picture at the conceptual stage of the campaign. If consulted in the early phase, his training, knowledge, experience and insight

Allied Chemical's philosophy is projected into its ads: "Corporate advertising tells people in many areas that Allied is a progressive company to work for . . . to have as a neighbor and to do business with."

- into the client's public relations needs can be a valuable contribution to conceiving a truly creative institutional approach. His job, as a watchdog for the corporation, is to guard against the corporation's being hurt. But after the deed has been done, he finds himself merely a rubber stamp or is placed in the unenviable position of devil's advocate.
- I Like any form of advertising, the institutional ad has to perform the function of selling, even if it is not product selling. With the plethora of ideas being proselytized in today's complex and overcrowded market place, the reader's attention is not easily attracted. Furthermore, his higher degree of sophistication automatically sifts the wheat from the chaff. The institutional ad, like any other kind, has to get across a message, even if it is a non-commercial one. It has to convince an audience of something.

Instead, what kind of institutional ads do we usually have?

- We have ads that pat themselves on the back and declaim, "Buy me because I'm big . . . or old."
- We have artistic ads that defy anybody to criticize their good taste. I'm sure this is very admirable if the specific purpose is to teach the public about art. But who is the company? What do they sell?
- We have grandiose ads that seem to be accompanied by the sound of trumpets. They strike a noble note and talk down to the audience, forgetting that one of the first requisites of good advertising is to evoke a sense of identification from the consumer.

Let's go back to basics. Even in the intangible or non-profit field an institu-

NAT DANAR of Nat Danar, Inc., New York, is a creative advertising consultant for management and agencies. His work ranges from special projects to development of complete advertising campaign concepts and preparation.

tional ad, like any other ad, is in the business of selling. It should clearly define that fact. It should express and sell a feeling of integrity—a guarantee to its customers that it stands behind its products and its services. It should be newsworthy and informative, of general interest and suggest growth and its future. It should be a vast umbrella covering subsidiaries and divisions, particularly where there is so much diversification today. It must, like any other advertising, aftract attention and be memorable.

ALLIED BROCHURE

An example of a sound corporate or institutional advertising philosophy, is presented in an Allied Chemical Corp. brochure designed to explain corporate policy to stockholders, employees and customers.

As creative consultants for Allied we provided the concept of the brochure which incorporated the thinking of the client and the ads of Allied's advertising agency, Benton & Bowles, New York. Here is the way they tell the story:

First, the targets. . . .

"Do you do business with Allied (or could you)?

"Do you work for the company?

"Do you hold its stock, or advise stockholders?

"Do you work in research?"

It posed the question, "What is Corporate Advertising?" and answered it as follows:

"Corporate advertising helps sell. Only our product is the company. By promoting the Allied Chemical name, we work with the product advertising of divisions. These ads support division efforts by projecting an idea—an image of the company, its divisions, its products, its services."

Another question: "How Does an Advertisement Work?" geared its answer to public relations:

"Corporate advertising tells people in many areas that Allied is a progressive company to work for, to invest in, to have as a neighbor in the community, and to do business with."

It projected the future: "Why Does Allied Advertise?"

The heart of any advertising—indeed its only purpose—is the message. Our theme is "A door is opened by Allied Chemical. This series of advertisements appears in a number of leading business and news publications. It is designed to open some doors to significant Allied products and services. By so doing, by telling the corporate story, we hope we've sold the company."

The institutional ad, like a product ad, has a birthright and a function. The birthright is creativity; the function is selling. If handled creatively and realistically, it can be very useful.

SO THEY SAY

THE VICTIMS OF CONSPIRACY

"We have been extremely active, and there has been awakened interest in the Antitrust Division of the Department ever since seven top executives went to jail in the electrical price-fixing cases. We have found from our investigations that there is serious pricefixing in almost every major community in the United States, and I think this must be a matter of great concern to businessmen and to the American public. I feel very strongly that price-fixing and bid-rigging are extremely serious and harmful to the American system of free enterprise. We intend to investigate vigorously and we expect to move not only against the companies or corporations which have been responsible but also against the individuals who have participated...

"... We firmly believe that effective enforcement of the antitrust laws is helpful to business. The Antitrust Division is there to help and assist the businessmen—even the large businessmen—all businessmen who are victims of conspiracy by competitors or

by other groups.

We have problems in all segments of our society, and this is a very difficult time for the country. Therefore, I think that the American businessman has to look at his own operations and his responsibilities to his community, his state and his country. He has to make certain that he is living up to all our principles while we are trying to preserve freedom and convince others that our system is best. If this is done, the Antitrust Division will have a lesser role to play. That is our philosophy and not only in antitrust matters but also in all other matters." -THE HONORABLE ROBERT F. KENNEDY, Attorney General of the United States, before the 1961 Conference of UPI Editors and Publishers.

ON THE SIDE OF THE ANGELS

"As the arena of competition and open debate broadens, the importance of public relations in our free society is increasing. Success often depends on forceful articulation. Consequently, each advocate employs public relations specialists to help make the most skilled presentation and to react most constructively to public criticism.

"But the job of the public relations practitioner clearly cannot be always to place his client on the side of the angels, for on how many sides can the angels be? Instead, his job is to act as a catalyst in the process of free debate so that his client maximizes the opportunities for his product or his idea."—DAVID FINN, President, Ruder & Finn, Inc., from Ruder & Finn's Annual Review for 1960.

THE FUTURE WE FACE

"Ours is a generation under pressure. We are engaged in an implacable struggle upon

which we did not choose to embark. Ours is a leadership we did not seek. We live in a world we did not make. But history and nationhood are boon companions. If in the beginning we did not ask for the weight of our circumstances, in the end we can do no better than respond to our challenges. The burdens of life are never distributed by choice."—EDWARD R. MURROW, Director, U. S. Information Agency, at Johns Hopkins University commencement services.

REGAINING A BALANCE

"... it seems to me that ethics must be concerned more with duties than with rights, because rights are essentially inner directed—taking, while duties call for a social act—giving. To regain some sort of balance between these two would appear to be a necessary step towards establishing an ethical basis for the mass age."—DR. HUGH GILLIS, Chairman of the Division of Communications Arts, Boston University's School of Public Relations and Communications, before the 1961 Boston University Symposium on "Ethics in American Society."

A SOCIETY OF TECHNICIANS

"Societies which substitute the mass mind for the mind which moves the mass are doomed, for they neither recognize excellence nor elevate others to it. They offer the individual man no room for growth, nor the grown man room for achievement. They are like industries which employ untrained people, permit these to manage their business and offer them no program for personal betterment. Seeing little difference among men, they are soon deprived of men of ability, and languish having none to follow in their steps. Encouraging excellence only in the pursuit of certain skills and sciences, they are soon deprived of a skilled, imaginative managerial class, and degenerate into a society of technicians deprived of direction."-EDWIN B. CONLEY, President, Conley Associates, Inc., from the Conley Report.

SLINGS AND ARROWS

. there are altogether too many people in this field who call themselves public relations practitioners who are no more qualified to perform their duties than I am to perform an appendectomy. They are the incompetents, the blue-sky salesmen, the touch-and-go types who conveniently use the name of public relations for their very un-public relations activities. They have no qualifications; they make no effort to live up to the code of the Public Relations Society of America. And yet we-all of usunder the public relations umbrella must suffer the slings and arrows intended for this small, inept coterie of bunglers."-JOHN F. MOYNAHAN, President, John Moynahan & Co., Inc., before the New York Chapter, Public Relations Society of America.

Brokerage Firm Urges Citizens To Stop Being Onlookers

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Single Ad Produces Results for Merrill Lynch

"ETAKE our text from Nikita Khrushchev. 'A Communist,' he said in his report to the Central Committee on February 14, 1956, 'has no right to be a mere onlooker.'"

This past summer, for the first time in some years, "for a change of pace," the brokerage firm of Merrill Lynch, Pierce, Fenner & Smith, Inc., ran an institutional advertisement titled "We take our text from" that made no reference to the brokerage business or to investing.

The ad, written by Janet Low of the company's advertising department, urged Americans to "accept both the responsibility and the opportunity for service to community and country, to find their respective causes and serve them with a will."

The ad also pointed out that, "But if there is no law compelling you to be active, no dictator telling you that you must take your place in the ranks—and sending you to Siberia if you don't—is there not at least an implied moral obligation to be a participant rather than simply a spectator—a moral obligation with a force far greater than a dictator's rule? By definition, democracy is the rule of the people, and there is no rule when the people shrink their responsibilities...

"Work to improve your local school or library or hospital. Collect to help conquer the diseases that now conquer men. Teach English to newcomers, read to the blind, join a church project. Run for public office-or work for someone else who is running. . . . We citizens of this democracy cannot allow ourselves simply to stand by in a world where no Communist has the right to be a mere onlooker.... As Oliver Wendell Holmes, Jr., said back in 1884: 'As life is action and passion, it is required of a man that he should share the passion and action of his time, at the peril of being judged not to have lived.'

This text ran as a full page ad, without illustration, early in July in *Time*, *Newsweek* and *U.S. News and World Report*. The response in the form of letters, requests to reprint, and requests for addi-

tional copies was prompt and large—so encouraging, in fact, that the ad was scheduled for additional insertions in Saturday Review, The Reporter, Harper's, Atlantic, The New York Times Magazine, leading financial publications and major metropolitan newspapers in the twelve largest cities in the country.

With almost half of the scheduled insertions still to come, and with mail running about 98 per cent favorable, responses totaled well over 300 letters, with more than 30 requesting permission to reprint and over 100 requesting additional copies. Approximately 55,000 re-

prints had been mailed to those requesting them, and requests are still being received.

The success of the ad prompted Merrill Lynch to reprint the text in leaflet form and send copies to its 500,000 customers.

As with all "pure" institutional advertising, the real results of this ad are impossible to measure. In Merrill Lynch's view, a successful institutional ad may be likened to a pebble thrown into water: its waves of influence may continue indefinitely and produce results for months or even years to come.

WHEAT — FOOD FOR THE WORLD

Another award-winning movie by Audio for the Department of Agriculture and the Millers' National Federation. Greater use of wheat by underfed nations helps them, and helps us. More and more, Public Relations and Foreign Relations go hand in hand.

Audio Productions, Inc.

Film Center Building 630 Ninth Avenue, New York 36, N. Y.

For more information about this, and other Public Relations films, call Ted Westermann, Vice President, Sales. PLaza 7-0760

First of Three Big International Expositions To Open in Northwest Next April

"Man in the Space Age" Theme For Seattle World Fair

By HARRY CARLSON

Some said, "Nobody loves world's fairs but the people." At one time that may have been so, but lately the ranks of admirers of these supershows have invaded top corporate and governmental offices in many parts of the world.

The people, of course, still love fairs. And so, from all appearances, do the policy-makers charged with selling products and selling ideas. That is why there is considerable scrambling on both sides of the Iron Curtain to package ideological wares for the rare opportunities just around the corner.

THREE SPECTACULARS IN A ROW

Within the next six years, there will be three big international fairs, two in the United States and one in the Soviet Union. It will be one of the few times since the granddaddy of world's fairs—London's Crystal Palace Exposition in 1851—that three spectacular shows have been presented in such rapid-fire order.

If you think of it as virtually one continuous show—Seattle in '62, New York in '64-'65 and Moscow in '67—you have to admit the Kremlin occupies a choice spot on the bill.

But those charged with arranging the U.S. fairs are determined that American performances will outclass the wind-up act and leave it pallid by comparison. Still, they realize it will take all-out efforts on our part, since Moscow is flexing its muscles to deliver not one but two propaganda haymakers:

In 1967, the Soviets will be hosts at

the first world's fair ever held behind the Iron Curtain. The event will salute the 50th anniversary of the Bolshevik Revolution. Kremlin sources are already boasting their fair will be the greatest ever staged.

In 1968, Moscow hopes to entertain the world's Olympic athletes for the first time. The U.S. Olympic Committee expects the Russians to make a very strong bid for the 17th renewal of the modern Games—perhaps on the heels of a third consecutive team victory at the Tokyo Games in '64.

As always, the Communists will pull out all stops to arrest world attention and hammer home the "advantages" of their monolithic system. They have already chosen a slogan, "For peace and progress," for the Moscow fair.

Facing Moscow's progapanda onslaught, the two U.S. fairs become critical tests in the West's crusade for freedom. For at Seattle and New York, people from every corner of the earth will see and examine the stuff of which free societies are made.

LIFE IN THE YEAR 2,000

Seattle's fair, the Century 21 World Exposition, will unfold a projection of life in the year 2,000 against a backdrop of man's achievements in the infant Space Age. The event, first international fair held in the U.S. in nearly a quarter century, will open its gates next April 21 for a six-month run.

Centurys 21's appeal is buttressed by its endorsement by the 30-nation Bureau of International Expositions—precluding similar sanction for any U.S. fair until 1972. Almost 20 nations have already accepted the State Department's invitation to participate in the Seattle fair, and the list is still growing.

Countries to be represented include: Belgium, Cameroun, Canada, France, West Germany, Greece, India, Italy, Ivory Coast, Japan, Korea, Mexico, Philippines, San Marino, Thailand, United Kingdom, Upper Volta and Yugoslavia.

Other countries, including the Soviet Union, are still considering the U.S. bid. However, although the Russians are expected to send performing troupes for the Century 21 entertainment program, there seems little chance they will take part as exhibitors.

The business community has responded enthusiastically—even though the fair's planners want all exhibitors to present institutional displays keyed to the theme of "Man in the Space Age."

THE TECHNICAL REVOLUTION

Although there is still corporate exhibit space to fill, Century 21 turned down prospective commercial participants who had hoped to sell consumer goods at their exhibit. As Joseph E. Gandy, partner in a Seattle auto agency, and president of the fair, explained it, "We are sponsoring a world's fair, not a trade fair. We want to contribute to man's understanding of the new technological revolution and its impact on our social environment."

Many leading corporations have taken this challenge at face value. For example, a hometown corporation, Boeing Airplane Co., is building a "spacearium" for the U.S. Science Pavilion. Using a new kind of Cinerama lens, the "spacearium" will take visitors on simulated trips to outer space. General Motors will show models of future highway systems and vehicles that will travel them. Du Pont will demonstrate the role of miracle fibers in fashions of the future.

Other corporations planning to exhibit

HARRY CARLSON is president of General Public Relations, Inc., New York, independent subsidiary, Benton & Bowles, Inc. He was formerly Pacific Northwest news manager for United Press.

include American Telephone & Telegraph, General Electric, National Cash Register, U.S. Plywood, St. Regis Paper, Scott Paper, International Paper, R E A Express, Alcoa, Reynolds Metals, Kaiser, Weyerhaeuser, Crown Zellerbach, U.S. Steel, Revlon, Coca Cola, Georgia-Pacific, Standard Oil of California, S. C. Johnson & Son, Universal Match, Perkins-Elmer, Abbott Laboratories, Carnation, Canadian Pacific Airlines, and a number of Pacific Northwest firms participating as regional exhibitors.

American Gas Association, American Library Association, The Council of Churches and the Pacific Northwest hydroelectric industry are also sponsoring exhibits.

Among the expected 10,000,000 visitors, probably 85 out of 100 will be Americans. Upwards of 1,000,000 Canadians will attend, while visitors from other nations should number approximately 500,000.

Some \$80,000,000 in buildings, exhibits and development is going into the fair—and its legacy to the Pacific Northwest will take the form of modern structures to serve as a cultural and recreation center after the fair closes.

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Breaking a world's fair tradition, the sponsors of Century 21 decided long ago to erect permanent buildings for lasting benefits to the community. Thus, the \$10,000,000 Coliseum Century 21 will become an 18,000-seat indoor sports palace. There will be a 12,000-seat outdoor stadium, a 5,500-seat arena, a 3,000-seat concert hall, a smaller theater, the spectacular 600-foot "Space Tower" topped by a revolving 220-seat restaurant and observation deck—all will be part of the "Lincoln Center of the West" after 1962.

Eventual use of the Federal Government's \$9,000,000 U.S. Science Pavilion, a complex of five structures joined around a courtyard pool and fountains, is still uncertain. Century 21 officials are negotiating with the University of Washington with a view to converting the Pavilion into a training laboratory for science and other technical students.

Linking the 74-acre Exposition site to the center of downtown Seattle will be the nation's first full-scale masstransit monorail. The \$4,200,000 monorail will whisk visitors to a modern terminal on the fairgrounds in 96 seconds. Present plans call for the city's transit system to take over operation of the monorail when the fair closes.

Seattle, inspired by business leaders like William S. Street, president of the Northwest's biggest department store, Frederick & Nelson, and, executive vice president of Marshall Field, raised more than \$3,000,000, a record sum for a civic promotion there, to assure the Exposition sufficient operating funds.

But the task extended far beyond fund-raising, and it took the combined





Five arching towers highlight the entrance of the U. S. Science Pavilion designed for Century 21 Exposition in Seattle; overall view of model shows Pavilion at upper right.

efforts of many people—public officials, business, civic and labor leaders, scientists and educators, and individuals with well-developed civic consciences—to push Century 21 from a topic for idle conversation to an \$80,000,000 reality.

Some of the leading artists of America, among them actress Katherine Cornell and pianist Van Cliburn, head up a volunteer committee to arrange a continuing series of attractions in the performing arts throughout the fair's run. Leading museums in all parts of the world have agreed to place rare paintings, sculptures and other art treasures with an insured value of \$150,000,000 in the fair's elaborate art pavilion.

It has been helpful to arrange special

projects to excite interest in areas far removed from Seattle.

Our agency, for example, prepared a tabloid newspaper dated January 1, 2000. Stories ran the gamut of news interest. Copies of the Seattle Daily Galaxy were distributed to thousands of editorial offices, schools, scientific institutions and public relations practitioners—and the response far surpassed our hopes—so much so that we are now preparing the second edition.

In the months ahead, promotion and publicity activities will intensify as families everywhere start to plan their '62 vacations. Many, it is expected, will come to the Seattle World's fair—a showcase for the free world.

OCTOBER 1961

Perhaps today possibly tomorrow...

IN ANY EVENT SOME DAY SOON

... you'll avail yourself of the rail transportation Union Pacific provides. Then you will know for a certainty that here is a railroad that is constantly seeking better ways to satisfy the shipping and travel requirements of its patrons.

FOR SHIPPERS

a modern, dependable freight service as fine as human ingenuity, mechanical skill and electronic devices can make it.

FOR TRAVELERS

these popular Domeliners to and from the Pacific Coast—

From Chicago:

CITY OF

LOS ANGELES

CITY OF

SAN FRANCISCO

CITY OF

PORTLAND

From St. Louis and Kansas City:

CITY OF

ST. LOUIS

May we serve you? Consult any Union Pacific representative



OMAHA 2. NEBRASKA

FIC Railroad

"Man's Achievements in an Expanding Universe" Theme for New York World's Fair

By THOMAS J. DEEGAN JR.

THE PUBLIC relations problems facing an international exposition of the scope we envisage for New York in 1964 and 1965 are many. The pressures are there; but by 1964 when we open the gates at Flushing Meadow Park, we will launch the greatest World's Fair in history.

What makes an international exposition great? Not size alone, for although New York's Fair will be spread across 646 acres, it will be the exhibitors who treat the acreage as a huge canvas, splashing it with color and form to create an industrial and cultural masterpiece for the edification of 70,000,000 visitors we expect. Is it money alone? I very much doubt it, for even the billion dollars to be expected in and around the Fair could well be thrown to the winds, if the money were spent without careful planning and taste.

PEACE AND UNDERSTANDING

No, the adjective "great" and its superlative must be derived from a combination of factors, including size and money, but, most important, embracing as many exhibitors as possible giving life to the Fair's chosen purpose: Peace Through Understanding—and the embodiment of that aim by exhibitors—governmental, cultural and industrial—will earn for our exposition the supreme accolade, "greatest."

We are reaching out to the world, welcoming all peoples as our neighbors,

offering all nations an immense forum in which to expound their ideas, a huge stage on which to reenact their achievements, a great showcase in which to display their wares. From all this we must accomplish a better understanding of each other—at least a leaning toward peace—because we are bound by an inexorable law of humanity which implies that with knowledge comes love, with love comes serenity, and with serenity comes the passing of arms and armies.

The exposition's publics are universal. They range from the property owners surrounding the Fair site to the smallest, newly-emerging nation of Africa and to the farthest reaches of Asia; from the Kremlin to the Vatican; from the Burghof to the White House.

The exposition management thus started with the local community, then approached the city, the state and its own nation. Next, it considered the interests of every nation on the globe and the various associations within those nations. Industry is of vital importance-both labor and management. Cultural institutions, scientific academies, organized religion, the communications field and the entertainment world. The financial community has been and still must be convinced that it is to its self-interest to support the exposition with hard and numerous dollars. It must be assured, as best it can, that its investments will be returned-with interest.

To catalogue the difficulties encountered so far by the Fair would take



This model of the New York World's Fair will come to life in 1964-65 when Fair officially opens in Flushing Meadows. Major tenants will be corporations and governments.

THOMAS J. DEEGAN JR., Chairman of the Executive Committee of the New York World's Fair 1964-65 Corporation, is also chairman of his own public relations counseling firm, Thomas J. Deegan Company, Inc., New York.



The Fair's official symbol, the Unisphere, symbolizing "Man's achievements in an expanding universe" was designed and will be built by the United States Steel Corp.

hours to read. Suffice to say, they have caused much heartache.

Briefly, however, the first barrier arose in the form of two of our brother cities, Los Angeles and Washington, D. C. They, like New York, wanted to play host to the Fair. It took a lot of conversation, specific plans, reassuring statistics and the reputation of some of New York's outstanding citizens to win our initial fight. Former President Eisenhower eventually appointed an impartial commission to investigate the situation;

and after many meetings and spirited arguments, New York was finally selected as the locale.

Next came the Bureau of International Expositions in Paris. The U.S. is not a signatory to the Bureau's Convention, and thus it was not essential to secure B.I.E. approval. However, we knew how many nations were members and wished to assure as wide a participation as possible in our exposition. Our talks in Paris were fruitless. The two major objectives thrown up by the Paris Bureau were our insistence on a two-year Fair, and our regulation calling for rental of space to international exhibitors.

Finally we felt we were being realistic in adhering to our decisions. We had promised our investors the return of their money with interest and wanted to leave a legacy of some \$23,000,000 to New York for educational purposes and the restoration of Flushing Meadow Park.

Who will be at the New York Fair? We are not expecting governmental exhibits by every nation we have approached, but we are confident that virtually every flag in the world will be represented at least by its industry or its cultural institutions.

WHO WILL PARTICIPATE

The tentative list of nations expected to exhibit include: Afghanistan, Argentina, Bulgaria, Cameroun, Central African Republic, Ceylon, Chad, Chile, Republic of China, Colombia, Congo, Dahomey, Ecuador, Ethiopia, Gabon, Ghana, Guinea, Holy See, India, Indonesia, Iran, Iraq, Ireland, Israel, Ivory Coast, Japan, Jordon, Korea, Kuwait, Lebanon, Libia, Malagasy Republic, Malaya, Mali, Mauritania, Mexico, Monaco, Morocco, Nepal, Niger, Organization of American

States, Pakistan, Panama, Paraguay, Peru, Philippines, Senegal, Saudia Arabia, Sierra Leone, Spain, Sudan, Thailand, Tunisia, Turkey, United Arab Republic, Upper Volta, Uruguay, U.S.-S.R. and Yemen.

The federal government as well as 20 U.S. states will also be represented.

Those companies expecting to have industrial exhibits include: Aluminum Company of America, America Fore Loyalty Group, American Telephone & Telegraph, Arnold Baking, Better Living, British Overseas Airways Corp., Chrysler, Coca-Cola, Corning Glass Works, Du Pont, Eastman Kodak, Ford, Gas Incorporated, General Electric. General Motors, Graphic Arts Pavilion, Greyhound, Hall of Education, Hall of Medicine, Heineken's Beer, Institute of Life Insurance, International Business Machines, International Film Fair, Liebmann Breweries, Mobile Homes, National Cash Register, National Dairy Products, National Trailways Bus System, Owens-Corning, Pavilion of American Interiors, Pepsi-Cola, Power and Light Exhibit, Project 64, Radio Corporation of America, Revlon, S. C. Johnson & Son, Schaefer Brewing, Simmons, Travelers Insurance and World of Food.

One of the major worries we encountered in formulating plans for the Fair was: what one man could and would tackle the complex task of running it. Selected was Robert Moses, the man who was responsible for the construction of countless numbers of New York state parks, parkways and expressways.

Subsequent headaches encountered by the Fair Corporation embraced criticism of its artistic qualities and early hesitancy on the part of investors. Mr. Moses replied to the critics of the Fair's design. "At the Fair," he said, "we don't care whether you are a traditionalist, modernist or eclectic. The exhibitor makes his choice. Fair officials who issue a blanket invitation to all comers need not lean toward the smugness of the traditionalist or yield to the exigency of the avant-garde, nor sit with the eclectics. They have no position at all except as benign spectators."

The Fair will be designed and built by its exhibitors, giving full reign to their own artistic inclinations.

We do not believe for a moment that our difficulties are at an end, but we are completely confident that sound judgment and competent execution of known public relations techniques can provide the necessary answers.

In 1964-65 approximately 70,000,000 people will enter Flushing Meadow and see the Fair's symbol, the Unisphere. It will lead them to exhibitions of the best work and products of all nations as well as exciting performing arts program—all a part of "Man's Achievements in an Expanding Universe."



now clipping all daily and weekly

MORE THAN 3000 GENERAL AND TRADE MAGAZINES

newspapers

WASHINGTON, D.C. 724 Ninth Street, N.W. STerling 3-5810

NEW YORK SALES OFFICE 743 Fifth Ave., N. Y. 22 Plaza 5-1298

LETTERS TO THE EDITOR

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The August 1961 issue contained an article entitled, "A Simple Five-Point Plan to Improve Your Clipping Service," by John P. French, partner, Luce Press Clipping Bureau (PUBLIC RELATIONS JOURNAL, page 28.)

The title and following subject matter very definitely convey the impression that this article is written institutionally, and that its message is applicable to all press clipping bureaus. Such a picture couldn't be further from the truth.

The article stated: "A clipping bureau can't do a good job without copies of releases"; "Never tell a bureau to mark only financial news"; "Never tell a bureau to omit unfavorable news." We wish to make the point that these and other statements are totally incorrect and unfounded insofar as they apply to our clipping service.

For many years we have been handling requests exactly as stated above. They have been accomplished with ease, efficiency and complete satisfaction to our clients.

We do not care how others operate their businesses and have not asked them to tell us how to run ours, but we do strive to serve our clients and their wishes in every way possible. Therefore, we feel an injustice to find an article in the JOURNAL advising public relations practitioners on how to improve their clipping service, when in actuality it serves to hinder efficient utilization of a clipping service. Because one bureau cannot handle certain requests made by its clients is no justification for erroneously stating it cannot be done.

Arthur V. Wynne, Jr.
Salesmanager & Partner
Burrelle's Press Clipping Bureau
New York, N. Y.

THE BIG OUESTION

Your editorial, "The Long Days Ahead," (PUBLIC RELATIONS JOURNAL, September 1961, page 2) is a practical response to the Big Question, "What Can I Do to Help My Country in This Hour of Maximum Challenge to Freedom?"

I'm sure that most public relations people will join you in recognizing their unique responsibility in helping our country win the protracted conflict with Communist imperialism. One way to start is to participate in the educational campaign you suggest, explaining the need for atomic shelters and an adequate civil defense program.

Let's have more editorials on the Big Question.

Brendan Byrne
Executive Director
The American Heritage
Foundation
New York, N. Y.

PRO "TEMPO"

I have just had an opportunity to peruse the latest issue of the PUBLIC RELATIONS

JOURNAL which is very interesting. I particularly liked the "Tempo" page.

C. Carlton Brechler
Director of Public Relations
Frigidaire, Division
of General Motors Corporation
Dayton, Ohio

The August issue is the best yet—especially "Tempo."

Chester Burger President CCI, Public Relations Agency of Interpublic Inc. New York, N. Y.

ACCOLADE FOR AUGUST

May I express to you my pleasure with the new trend that the August issue of the PUBLIC RELATIONS JOURNAL displays? More features of practical use and some new departments are indeed gratifying. I feel that the JOURNAL has a great potential, and I hope that you achieve it. It will benefit the whole profession; and if it isn't yet a profession, it may help tremendously to make it one.

John Marston
Associate Professor
College of Communication Arts
Michigan State University
East Lansing, Mich.

CONSTRUCTION—SECOND ROUND

I notice in Letters to the Editor (PUBLIC RELATIONS JOURNAL, August 1961, page 25) someone has taken issue with me on the article, "Public Relations in the Construction Industry," which I penned for the June issue (page 23).

Evidently this reader, in a pedantic attempt at argumentation, either wanted to spill out some pent-up theories, or he just wanted to get his name in print. An index to the validity of his self-propelled critique is his first shot—"Repeatedly, Mr. Kane refers to 'the nation's more than 10,000 large contractors.'" With both eyes, I find only one mention of this statistic.

Évidently he wants to make a king-size quibble over my use of "large." So, what is large and what isn't? I gleaned my facts from McGraw-Hill—a reliable source in anyone's book—and I have since confirmed them with that source. In the construction business, a contractor doing \$100,000 worth of business today can have a \$10-million volume tomorrow (and vice versa).

As to determining a company's need for public relations by its size—where has this cat been the last 10 years? The need and desire for public relations on the part of a corporation, in any industry, are usually determined by its interest in growth and expansion, profits, nature of accomplishments and ambitions, fulfillment of service and many other factors. Witness the rash of public relations counsel to be found amid the small companies that have "gone public" in the last decade. And, incidentally, public relations has been a dominant factor in the growth of many of these companies, as well as in their attainment of status and recognition.

The bulk of this pedant's lengthy critique seems to deal with the modus operandi of the construction industry, and is totally extrinsic to the points discussed in my article. All I can say to that is, thanks for the education, but having learned all this when I first started in the construction business 14 years ago, I find it superfluous.

The reader, a corporate advertising director according to his signature, claims great concern for "the facts." I will give him credit for some accuracy: he spelled my name right—12 times!

Robert Francis Kane Public Relations Counsel New York, N. Y.

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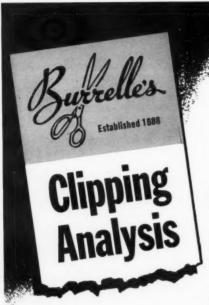
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Why Make a Communications Audit?

By MARTIN WRIGHT

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OMMUNICATIONS is management's most used and most useful ability. It is also the least understood.

If all communications among management people and employees worked out as planned, and everyone understood everything he was told—and understood it exactly as intended—things would move along smoothly. This ideal condition is sometimes achieved by a winning football team, or a crack military unit or a highly successful business. Too

often, communications are only partly effective, and football games, battles and sales are lost.

Just as controls are established to assure efficient financial and production operations, controls can also assist in assuring effective communications procedures. Auditing communications enables strengthening of weak areas, anticipating and preventing breakdowns and fortifying areas of strength.

There are several ways to make such an audit. Let's assume that a company uses the conventional channels of communications, such as magazines, newsletters, bulletin boards, meetings and the like. A careful review and analysis of all the media used will reveal the variety of subjects communicated and the frequency with which they are covered in any given period. It is often surprising to learn an important subject, such as what competition is doing, has not been covered in more than a year.

Such an analysis makes it a simple matter to define a general information

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program for as far as a year in advance. Obviously, communications works better when there is a plan and it is followed. This assures coverage of items like benefit programs, cost reduction, safety and company progress. It also assists in proper coverage of spot news items and special programs which need explaining.

KEEPING EMPLOYEES INFORMED

When all the subjects about which employees should be kept informed are listed, a frequency schedule should be made. For example, most employees know the holidays to which they are entitled. Yet most companies follow the practice of informing their people about each recognized holiday as it comes along. This usually takes the form of a notice on the bulletin board stating that the plant or offices will be closed on the date. An audit would show very quickly whether or not this was being done, along with the nature of the message. A study of the audit would indicate to an experienced communicator that the company was losing a bet by not taking proper credit for this.

If your company has seven paid holidays a year, these provide seven opportunities to inform employees about this extra benefit of company employment. The accumulation of this information in the employee's mind after it has been done for a period of time adds to his impression of the company as a good place to work. It bolsters a good work attitude which in turn reflects itself in a more cooperative and productive employee.

An employee opinion survey, in addition to providing management with much valuable information about a wide range of job-related subjects, also gives an accurate check on the effectiveness of communications.

Employee thinking provides a direct measurement of how well management is doing in getting acceptance of company objectives and cooperation in attaining them.

For example, a communications eyeopener was revealed in a recent communications audit. In this case, the head of the company was interested in the community united fund and believed all his employees should participate. He called in his communications people and outlined his goals. He said that he wanted a day's pay from each employee, and he wanted the project to have full communications support and management support. He said that the company would

MARTIN WRIGHT is president, Martin Wright & Associates, Inc., North Guilford, Conn., a firm he started 14 years ago. He was formerly with Associated Press and General Electric. He holds a Master's Degree from Columbia University.

match dollar-for-dollar the sum of employee gifts.

His subordinates lined up a communications program and put it into operation. It included employee mass meetings, letters, a well-executed bulletin board program, a film, an organized person-to-person solicitation — all done with professional precision. The results were as nearly perfect as they could be. Only five people out of 2,500 failed to contribute, and the average gift was above daily pay.

Think of what might be accomplished if the same communication effort were applied to internal problems such as reducing costs, increasing production or improving quality. This is the greatest untapped source of savings or increased profits in industry today.

An audit can show progress in various areas. For example, in a multi-plant company, the same incentive plan was in effect in each factory; the products of the plants were of the same general type. In auditing communications it became clear that one plant had communicated extensively about its incentive plan. This matched perfectly with a survey which showed that in all the other plants employees did not like the incentive plan. However, in the one plant, little objection was voiced—the people understood the plan because it was constantly being explained to them.

THE MAIN SOURCE

This cumulative effect of good communications has also paid off handsomely for some companies in their labor relations. One large company uses periodic communications audits to make certain no areas of employee information are overlooked; that opportunities to speak constructively about company policies and practices are not neglected. First comes policy, then regular, consistent support by every means of communications.

Meetings with supervisory people are also an important part of an audit, because they are the prime element of any communications program. This group must be well-informed—they are the main source of information for the employees who work for them. In addition to this, they must understand the information given to them. The best test of this is the performance of the people they supervise.

Generally, there will always be a number of situations which need attention, and they obviously cannot all be handled at once. Hence, a priority list should be drawn up. This does not necessarily consist of the most important things being first. It must take into consideration the ability of people concerned to absorb and act upon the information they will get through the communica-

tions program. This is a delicate phase of the audit, and some restraint must be used to get the desired effect.

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If, for example, the employees have not been accustomed to extensive communications, they should not be deluged with a mass of material. Also, if the organization has a sophisticated communications program, it should remain in character. This does not foreclose communications which may be indicated by the audit.

Extensive feedback is necessary to have a well-functioning communications program. An audit will show just how much "two" there is in two-way communications. In many cases this is where a program breaks down, and the breakdown remains concealed. Revelation exists, however, if you can recognize some of the communications feedback lines. Audits reveal these are effective: department or sectional meetings; training programs; suggestion systems; regular supervisor-employee contact; questionanswer sections in company publications; grievance procedures; service award dinners; company sponsored recreational activities; performance re-

Careful analysis of all written communications will show if they are capable of carrying their intended messages to the readers. The number of words in sentences, for example, may shoot otherwise acceptable material right over the heads of most employees. The average employee has trouble with sentences that run over 14 words. And in many cases, so does his boss. Wordiness in communications obscures the message. When there is something to say—and this is the only time there should be a communication—it should be said with a minimum of obscurity.

An audit will show if the various printed communications are well-organized; if the points are made in an understandable sequence; if too many ideas are contained in a single communication; if the main point is missed because so many other points are introduced.

An audit will also show coverage. It focuses attention on subjects which may have been overlooked for too long. It will show if some subjects are getting too much attention. In one company so much attention was given to safety that the people were bored and did not read the occasional important items designed to promote the subject.

Like any other type of audit, an inspection of communications should be thorough and objective. Those companies which audit their communications regularly, and constructively use their own findings, are paid off in efficient operations. In the highly competitive years ahead, the effort will be worth many times its cost.

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From a Reliable Source

Comedian Dave Astor reported on the value of public relations advertising at New York's Copacabana Night Club recently, notes Broadway columnist Earl Wilson. Astor said, "Ever since they put those 'Smokey the Bear' ads in the New York subways there hasn't been a single forest fire in Manhattan."

The Career Man

The BBDO Newsletter's "Dear Addy" column ran this item recently:

"Dear Addy: My client is in love with my wife and has been meeting her secretly. What should I do? Worried."

"Dear Worried: Have her get the layouts and storyboards approved. And see if she can't swing a budget increase. Addy."

To Have and Have Not

How do you draw attention to and protect a quarter-million dollar display of cultured pearls at a retail jewelers convention in New York's Waldorf-Astoria Hotel—especially when there are many multi-million dollar displays of precious gems and beautiful jewelry to gaze upon?

Alan Goff, assistant director of public relations, and his staff at McCann-Marschalk Co., New York advertising agency, was faced with this problem. But they had the answer: Submerge the pearls in a fish tank and hire the services of a Piranha.



Perky Peter, the Piranha

Now the Piranha is a voracious, maneating fish, coming from the North Amazon River. "But, Perky Peter, which is our pet name for this, so-called, maneater, was anything but vicious," Sharon Danny of the agency told us. "In fact, Pete must have been a public relations man at heart, for after attracting attention, he performed beautifully. He did dips and dives, swam on his back, posed for reporters, photographers and newsreel cameramen and did everything but act like the man-eater he was supposed to be. But, he did protect the pearls, because nobody was brave enough to dangle a finger in the tank to test his nature.

"So, Pete didn't lose his job and the Cultured Pearl Association—the exhibit's sponsors—didn't lose their pearls."

"Anybody need the services of a friendly Piranha?"

. . .

What do you do with thousands of goldfish occupying a water-filled foundation that you want to use for a building site?

This was the question that puzzled officials at Western Electric's Kearny (New Jersey) Works early this year when plans were okayed for a new purchasing and industrial relations building at the Works' sprawling manufacturing location. Kearny is Western's second largest plant and makes cable, transmission equipment and switchboards for the Bell telephone system.

The goldfish, estimated to number from 3,000 to 8,000, were bred from an original 400 placed in "the world's largest fishbowl" about five years ago to thwart New Jersey's famous mosquitoes. The foundation was originally poured in 1929 for a building which was halted by the depression.

When news of Western's dilemma appeared in newspapers and on television, hundreds of goldfish fanciers from coast to coast were quick to respond with a solution by offering the fish new homes. The majority of requests came from youngsters whose desires ranged from several fish to "all 3,000 so I can share them with my classmates."

The demand far exceeded the supply, and petitions for at least 25,000 fish had to be screened out. "I love animals," wrote 10-year-old Helen from Little Rock, Ark. to Western Electric President H. I. Romnes, "and I wish I could have 2 of your gold fish. I have a very good home and know cats... I'll give them a very nice home." The finny pets were air-freighted to Helen in a water-filled plastic container.

A man from California wrote, "Consider how joyful those chosen ones of your pets would be to bask in the warm and sunny clime of La Jolla, in a setting

of unusual beauty, with lovely orchids, rare ferns and beautiful begonias to look at, the pleasant babble of two waterfalls to listen to, and the guaranteed affectionate admiration of several children to respond to. What more could any self-respecting goldfish want for its declining years?"

Air and truck shipments of the fish went all over the country. Personal pickups were made on a Saturday when hundreds of youngsters and their parents came to Kearny to select their fish.

Western Electric executives agree that the goldfish tale with its value as a human interest story did much to add to the company image and also established better press relations for the company.

The Speech Circuit

A recent dispatch from the White House clearly indicates that face-saving is an important part of the New Frontier's public relations function. It announced that Andrew T. Hatcher, Associate Press Secretary at the White House, was to address the Southern beauty congress in Birmingham on "The New Frontier and Cosmetology."

Ask the Man Who Owns One

The other day we were sent a copy of Corey Ford's *Guide to Thinking*. The book issued "with the compliments of IBM" and published by Doubleday & Co. is "a humorous handbook for the machine age with over 40 cartoons." Here's an excerpt:

"I know a man in New Rochelle, New York, for instance, who uses his computer to figure out the New Haven railroad timetable. Instead of hurrying to the station each morning and then waiting an hour on a windswept platform for the 8:17 to arrive, this man simply feeds into his machine certain relevant information such as (a) today's temperature, (b) relative barometric index, (c) number of cars on the 8:17 yesterday morning, (d) location of smoker, (e) name of conductor, (f) expiration date of his commutation ticket, (g) his bridge score coming home last night on the 5:09, and (h) the New Haven's estimated deficit for the first three months of 1961. From this data his computer determines that the 8:17 will be 53 minutes late, as usual, and he can enjoy a second cup of coffee and still have time to carry the garbage out before starting for the station."

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SEE—faces, dimmed by despair, lighted with new hope by modern medical techniques and skills.

SEE—the training of doctors in newly developing countries to carry on the work of bringing health and well-being to their own people.

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New York Times reported:

"'TV 'PROJECT HOPE' SKIRTS CBS RULE— Network to Carry Privately-Made Show Despite Its Ban.

"The Columbia Broadcasting System apparently has found an exception to its rule that all public affairs and news shows must be made wholly under network control.

"On Wednesday, Sept. 20, the network will televise 'Project Hope,' a report on the privately-supported United States hospital ship Hope which has been furthering understanding, medical knowledge and health in Southeast Asia. It will be shown, unsponsored, from 8:30 to 9 P.M.

"The special show was filmed in Indonesia. It was prepared by MacManus, John & Adams, an advertising agency, for the Ex-Cell-O Corporation, a company that makes milk containers."

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